

ECONOMIC DEVELOPMENT ADMINISTRATION

2003 ANNUAL REPORT

U.S. DEPARTMENT OF COMMERCE



AMERICAN JOBS ★ AMERICAN VALUES





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THE SECRETARY OF COMMERCE
Washington, D.C. 20230

The President of the Senate
Speaker of the House of Representatives

Dear Mr. President and Mr. Speaker:

I am pleased to submit the annual report on the activities of the Economic Development Administration, U.S. Department of Commerce, for Fiscal Year 2003, in compliance with Section 603 of the Public Works and Economic Development Act of 1965, as amended.

Sincerely,

A handwritten signature in black ink, appearing to read "Donald L. Evans".

Donald L. Evans

Statement from the Assistant Secretary of Commerce for Economic Development

I am pleased to report to Congress on the continued achievements of the Economic Development Administration (EDA) during Fiscal Year 2003. In 2003 we continued to fulfill our commitment to transform EDA into an efficient, effective, results-oriented agency, thereby providing a smarter federal economic development effort.

Our mission at EDA is to lead the federal economic development agenda by promoting innovation and competitiveness, preparing American regions for growth and success in the worldwide economy. The role of federal government is to create an environment that allows local governments to partner with private industry by encouraging market-based solutions that attract private-sector investments to revitalize America's communities. This strategy lies at the heart of EDA's work to help our partners across the nation create wealth and minimize poverty by promoting a favorable business environment to attract private capital investment and create higher-skill, higher-wage jobs.

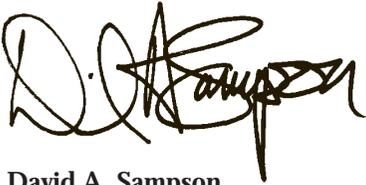
Throughout this annual report we provide examples of EDA's investments that continue to ensure America's structural economic growth and diversification. The examples demonstrate how we continue to bring the agency closer to you, our customers, by moving critically needed resources into the regions where they do the most to produce higher-skill, higher-wage jobs. Our focus is on those investment opportunities that are market based and community driven; those that maximize the growth of cluster-based industries and technology-based initiatives; and, those that leverage existing public and private resources.

Accordingly, in this report we exemplify how EDA is maximizing today's economic development opportunities. Examples of EDA investments include those that support such state-of-the-art economic development projects as regional intermodal transportation hubs, regional industry clusters, technology-based innovation centers, community colleges providing regional centers of technology skill training, regional infrastructure upgrades to attract major industrial employers, and the redevelopment of brownfields, former military bases, and other distressed areas.

By working together and combining resources, communities within a region can maximize their market advantages through enhanced capacity for research, innovation, and a high-quality workforce. These critical components of economic growth help communities in a region attract the private-sector investment necessary to confidently spur job creation.

Working closely with communities, states, and regions and leveraging federal resources to create an environment in which the innovative American entrepreneurial spirit can thrive, EDA continues to demonstrate that business formation will follow and distressed communities across the nation will be revitalized and thrive.

Sincerely,

A handwritten signature in black ink, appearing to read "D. A. Sampson". The signature is stylized and cursive, with the first name "David" and last name "Sampson" clearly legible.

David A. Sampson
*Assistant Secretary of Commerce
for Economic Development*

Mission Statement

Mission Statement

To lead the federal economic development agenda by promoting innovation and competitiveness, preparing American regions for growth and success in the worldwide economy.

Fiscal Year 2003 Statement of Appropriations

(In Thousands of Dollars)

Appropriations	Fiscal Year 2003
<hr/>	
Public Works and Development Facilities	203,667
Economic Development Planning	23,844
Technical Assistance	9,041
Economic Adjustment	40,634
Trade Adjustment Assistance	10,432
Research	497
Adjusted Economic Development Assistance Program Subtotal	288,115
Adjusted Salaries and Expenses*	30,565
<hr/>	
Total	318,680
<hr/>	

**Appropriations reflect 0.0065 percent enacted rescission.*

EDA Highlights of Fiscal Year 2003

- A major priority for the Economic Development Administration (EDA) in Fiscal Year 2003 was the reauthorization of the agency. EDA's previous reauthorization expired on September 30, 2003. The Secretary of Commerce submitted the Administration's proposal to reauthorize EDA to Congress on May 15, 2003. Legislation to reauthorize EDA, S.1134, passed with bipartisan support in both the Senate and House of Representatives and was signed into law by President George W. Bush on October 27, 2004.
- A second priority for EDA in Fiscal Year 2003 was the restructuring and streamlining of EDA headquarter operations. EDA received congressional and Administration approval to restructure its headquarters resources. The objective of the restructuring is to align EDA's resources with its core mission and to reposition them to the regional offices where the bulk of EDA's grant processing occurs. In Fiscal Year 2003, EDA advanced the headquarters restructuring and followed with a general review of regional operations focused on implementing best practices and standardizing key business processes to ensure consistent, high-quality service delivery across the country.
- In Fiscal Year 2003, EDA provided \$319 million to fund seven hundred ninety-six investments that our partners expect will generate an estimated \$10 billion in private-sector investment and create 100,642 higher-skill, higher-wage jobs. Examples of several of these investments are outlined below:
- A \$1.5 million EDA investment in Durant, Oklahoma, upgraded infrastructure serving the business community, including waterworks and roadway improvements. EDA's investment is projected to leverage \$65 million in private investments and create five hundred new higher-skill, higher-wage employment opportunities.
- A \$1.3 million EDA investment in Lordstown, Ohio, provided infrastructure upgrades supporting a major automotive manufacturer. EDA's investment is projected to leverage \$500 million in private-sector investments and generate 2,800 higher-skill, higher-wage jobs
- A \$2.9 million EDA investment in Shoshone County, Idaho, will build access and utility improvements serving four key development sites in the Silver Valley area and will promote commercial and industrial growth. EDA's investment is projected to leverage \$210 million in private-sector investments and generate eight hundred seventy-five jobs.

- Multiple EDA investments totaling \$14.5 million have been awarded to the city of Aurora, the University of Colorado, and the Fitzsimons Redevelopment Authority to support the reuse of the former Fitzsimons Army Medical Center and the redevelopment of the five hundred seventy-seven-acre site into a new campus for the University of Colorado Health Sciences Center and the Colorado BioScience Park. The BioScience Park, the first of its kind west of the Mississippi, is the major commercial component of the Fitzsimons Redevelopment Plan. The Park provides research-oriented bioscience and biotechnology companies with a planned business park in close proximity to an academic medical campus. In 1998 EDA became the first agency to invest in Fitzsimons, and this support has been crucial to the redevelopment. At full build-out, EDA's investments are projected to support the generation of \$165 million in annual revenues and to provide an estimated \$32.5 million in annual sales and property tax revenues.
- A \$1.3 million EDA investment was awarded to the city of Billings, Montana, for the expansion of a food distribution company. EDA's investment will help to retain four hundred sixty-six jobs and create ninety new higher-skill, higher-wage jobs.
- A \$2 million EDA investment was awarded to Nevada Partners, Inc., to double the space of this nonprofit vocational and pre-employment skill training facility for unemployed and underemployed adults and youth in the city of North Las Vegas, Nevada. EDA's investment helped to leverage \$2 million and will create 3,500 higher-skill, higher-wage jobs.
- A \$2.5 million EDA investment in Goodwill Industries of South Florida, Inc., in Miami-Dade County, Florida, renovated and expanded the manufacturing production and distribution facility for the manufacturing of military fatigues, flak jackets, and uniforms, as well as flag embroidery. EDA's investment will leverage \$2.5 million and is projected to create four hundred jobs.
- A \$1.6 million EDA investment awarded to the city of Hartford, Connecticut, provided site development and infrastructure improvements in a highly distressed area. These improvements supported the development of the Capital Region Job Corps Center, a \$20 million construction project, in partnership with the U.S. Department of Labor, state of Connecticut, and city of Hartford. The improvements also supported a \$25 million business and retail park. EDA's investment is expected to leverage approximately \$2.5 million and create three hundred permanent jobs.
- EDA awarded a \$2 million investment to Eastern Oregon University to construct and equip a research laboratory in the new Science Center. The laboratory will be used by Oregon Health and Sciences University to support biomedical research and nursing programs and will help to ensure that breakthroughs in research made at Oregon universities will bring financial benefit to Oregon communities. EDA's investment is expected to leverage \$1.5 million and create seven hundred permanent higher-skill, higher-wage jobs.

- EDA is actively working on information technology upgrades and improvements and is implementing action plans for full compliance with the Department's Information Technology Security Program Policy. EDA made significant progress in meeting the full certification and accreditation requirements of its major applications and general support systems in Fiscal Year 2003, including its new Web portal.
- Seven new Economic Development Districts (EDDs) were designated in Fiscal Year 2003: South Central Oregon EDD in January; Bitter Root EDD (Montana) in January; Montachusettts Region EDD (Massachusetts) in April; Rockingham EDD (New Hampshire) in June; North Central Montana in July; Mid-Missouri Regional Planning Commission in August; and, Accomack-Northampton Planning District Commission (Virginia) in September. Three hundred twenty-three EDDs were funded with either Partnership Planning program funds or Short Term Planning program funds during Fiscal Year 2003. An additional thirty-six EDDs were designated but not funded.

- EDA presented the Excellence in Economic Development Awards 2003 at EDA's National Conference, "Engines of Economic Growth for the 21st Century." The Conference was held May 6-9, 2003, in Washington, DC. Nominations for the Awards were accepted in seven categories. Winners of Excellence in Economic Development Awards 2003 were as follows: city of Englewood, Colorado, for Excellence in Urban or



The 2003 EDA Excellence in Economic Development Awards were presented at the Awards Luncheon given during the EDA National Conference, "Engines of Economic Growth for the 21st Century," which was held May 6-9, 2003 in Washington, DC.

Suburban Economic Development; Plattsburgh – North Country Chamber of Commerce, Plattsburgh, New York, for Excellence in Rural Economic Development; San Diego Regional Economic Development Corporation, San Diego, California, for Excellence in Regional Competitiveness in Economic Development; Grissom Redevelopment Authority – Grissom Aeroplex, Peru, Indiana, for Excellence in Economic Adjustment Strategies; Fitzsimons Redevelopment Authority and city of Aurora, Colorado, for Excellence in Technology-led Economic Development; Center for Emerging Technology, St. Louis, Missouri, also for Excellence in Technology-led Economic Development; New Community Corporation Technology, Newark, New Jersey, for Excellence in Community and Faith-Based Economic Development; Utah Division of Business and Economic Development, Utah Smart Site program, Salt Lake City, Utah, for Excellence in Innovation in Economic Development. EDA's National Conference was well attended and headlined nationally recognized economic development practitioners.

I. Performance Goals and Results: Government Performance and Results Act



I. Performance Goals and Results: Government Performance and Results Act

The Government Performance and Results Act of 1993 (GPRA) requires federal agencies to develop strategic plans, performance goals, and measures and to report on their programs' performance. The Department of Commerce's (Department) overarching strategic goals and outcome-oriented objectives focus on the performance of its bureaus.

The Economic Development Administration's performance system includes two mutually supportive sets of performance goals and measures: Goal One - Promote private enterprise and job creation in economically distressed communities, and Goal Two - Improve community capacity to achieve and sustain economic growth. The results of economic development investments are often realized years later as they are transformed into jobs, private-sector investments, and social benefits that improve lives. Each year, EDA uses the GPRA review process not only to analyze and assess its performance, but also to improve and refine its measures. In Fiscal Year 2003, EDA continued to monitor all measures, including new outcome performance measures for capacity-building programs developed in Fiscal Year 2002. These new outcome-oriented measures, which focus on the actual results of the Comprehensive Economic Development Strategy process and assistance provided by University Centers (UCs) and Trade Adjustment Assistance Centers (TAAC), are effective indicators of the taxpayers' and EDA's return on investment. They also better reflect the intent of EDA's investment policy guidelines.

In Fiscal Year 2003, EDA had two goals and twelve measures, with two measures having two targets each. EDA met or exceeded its targets for all measures.

The EDA performance goals and specific performance measures are tied to the Department's performance management structure. The performance data are analyzed for economic and program trends and are used to enhance EDA's program performance. The data are reported in the Performance and Accountability Report (PAR), which is published by the Department and reviewed by key stakeholders, such as the Office of Management and Budget (OMB), Government Accountability Office, and Congress. Future performance targets for each measure are set annually after the current reported data have been analyzed and are published in the PAR. EDA's performance measures are tied to its annual budget request and appropriation. Performance results are evaluated when EDA submits its annual budget requests. EDA's Annual Performance Plan identifies anticipated outcomes as a result of the investment of its funds. Performance measures and results are linked to the agency and regional balanced scorecards and to the performance plans of senior executives.

EDA Performance Goals and Measures

EDA Performance Goal One: Increase private enterprise and job creation in economically distressed communities.

Goal One includes the Public Works and Development Facilities program and the Economic Adjustment infrastructure and Revolving Loan Fund programs. (Refer to Chapter III for a description of programs.) Those critical investments enable communities to attract new, or support existing, businesses that will generate new higher-skill, higher-wage jobs and income for unemployed and underemployed residents.

The EDA promotes a favorable environment for the private sector to risk capital investment to produce goods and services and to increase productivity, thereby providing the higher-skill, higher-wage jobs that offer opportunity for all Americans. The activities undertaken by EDA with public dollars must demonstrate a return on investment through measurable, quantifiable performance outcomes.

Measure: Private-sector dollars invested in distressed communities as a result of EDA investments.

Fiscal Year 2003 Targets: \$581 million from Fiscal Year 1997 investments,
\$400 million from Fiscal Year 2000 investments*

Fiscal Year 2003 Results: \$2,475 million from Fiscal Year 1997,
\$1,251 million from Fiscal Year 2000

Measure: Jobs created or retained in distressed communities as a result of EDA investments.

Fiscal Year 2003 Targets: 25,200 from Fiscal Year 1997, 11,300 from Fiscal Year 2000**

Fiscal Year 2003 Results: 47,607 from Fiscal Year 1997, 39,841 from Fiscal Year 2000

*These targets are based on the anticipated results of Public Works and Economic Adjustment implementation and Revolving Loan Fund Fiscal Years 1997 and 2000 investments, three and six years after investment award. A formula-driven calculation projects investment targets at three-, six-, and nine-year intervals from the date of the award.

**These targets are based on the anticipated results of the Public Works and Economic Adjustment implementation and revolving loan fund Fiscal Years 1997 and 2000 investments three and six years after investment award. A formula-driven calculation projects investment targets at three-, six-, and nine-year intervals from the date of the award.

Measure: State and local dollars committed per EDA dollar.

Fiscal Year 2003 Target: \$1 to \$1

Fiscal Year 2003 Result: \$1 to \$1

Measure: Percentage of investments to areas of highest distress.

Fiscal Year 2003 Target: 37 to 43 percent

Fiscal Year 2003 Result: 37.6 percent

Measure: Percentage of EDA dollars invested in technology-related projects in distressed regions.

Fiscal Year 2003 Target: 7 to 10 percent

Fiscal Year 2003 Result: 8.8 percent

EDA Performance Goal Two: Improve community capacity to achieve and sustain economic growth.

Goal Two includes the Partnership Planning program for investments to Economic Development Districts, Indian tribes, and other planning organizations; Economic Adjustment program strategy investments; Local Technical Assistance program; University Center program; Research and National Technical Assistance program; and Trade Adjustment Assistance program. (Refer to Chapter III for a description of programs.)

Measure: Percentage of EDDs and Indian tribes implementing economic development initiatives from the Comprehensive Economic Development Strategy (CEDS) process that lead to private investment and jobs.

Fiscal Year 2003 Target: 95 percent

Fiscal Year 2003 Result: 98.7 percent

Measure: Percentage of sub-state jurisdiction members actively participating in the Economic Development District program.

Fiscal Year 2003 Target: 89 to 93 percent

Fiscal Year 2003 Result: 96.7 percent

Measure: Percentage of University Center clients taking action as a result of the assistance facilitated by the University Center.

Fiscal Year 2003 Target: 75 percent

Fiscal Year 2003 Result: 78.1 percent

Measure: Percentage of those actions taken by University Center clients that achieved expected results.

Fiscal Year 2003 Target: 80 percent

Fiscal Year 2003 Result: 85.7 percent

Measure: Percentage of Trade Adjustment Assistance Center clients taking action as a result of the assistance facilitated by the Trade Adjustment Assistance Center.

Fiscal Year 2003 Target: 90 percent

Fiscal Year 2003 Result: 92.4 percent

Measure: Percentage of those actions taken by TAAC clients that achieved the expected results.

Fiscal Year 2003 Target: 95 percent

Fiscal Year 2003 Result: 98.4 percent

Measure: Percentage of local Technical Assistance and Economic Adjustment strategy investments awarded in regions of highest distress.

Fiscal Year 2003 Target: 30 to 35 percent

Fiscal Year 2003 Result: 30.2 percent

For many distressed communities, realizing the promise of the twenty-first century will depend on the investments that EDA makes today. Through its public investments, EDA plays an important role in the economic development and growth of distressed communities. EDA's investments in the economic growth of distressed communities lay the foundation for job creation and fuel economic growth, thus raising living standards and improving the quality of life. EDA's optimal use of limited public funds relies on the economic leverage achieved from its strategic and focused investments in distressed communities.

II. Management Controls and Future Initiatives

During Fiscal Year 2003, EDA made marked progress in the integration of its performance, budget, mission, and organization, all of which form a basic loop that drives success. Strengthening EDA through implementation of the President's Management Agenda will help transform the bureau into a results-oriented organization that provides maximum benefit and accountability to its stakeholders, taxpayers, Congress, the Administration, and the Office of Management and Budget.

Balanced Scorecard

In Fiscal Year 2003, EDA implemented its Balanced Scorecard (BSC) approach to monitoring organizational performance. Through the BSC, EDA highlights and monitors its strategic initiatives, particularly the critical initiatives that are potentially underperforming. The BSC specifically examines and identifies critical, strategic priorities in five perspectives, which are listed below with key measures for each.

Stakeholder Perspective

- Maximize EDA's impact on distressed communities;
- Provide knowledgeable and prompt economic development advisors;
- Show visible results;
- Advance the Administration's domestic agenda;
- Advance Department of Commerce and EDA policy; and,
- Make investments that are engines of growth.

Customer Perspective

- Maximize higher-skill, higher-wage jobs;
- Provide information and technical assistance; and,
- Provide a transparent and responsive process.

Financial Perspective

- Maximize administrative efficiency and effectiveness; and,
- Maximize private-sector leverage.

Internal Process Perspective

- Emphasize funding priorities;
- Implement investment policy guidelines;
- Expand deal flow;
- Enhance due diligence; and,
- Enhance post approval monitoring.

Learning and Growth Perspective

- Improve professional development;
- Enhance communication;
- Attract top talent;
- Develop technology proficiency; and,
- Establish a performance culture.



EDA's 1999 investment of \$2 million was partnered with an equal investment provided by the California State University Long Beach Foundation to demolish buildings and to construct infrastructure improvements for the development of the Long Beach Research and Training Center Industrial Park, located at the former site of Cabrillo Naval Housing. Completed in August 2003, the project is expected to create 2,900 jobs and to generate direct revenues exceeding \$175 million by 2013. EDA's previous investments in the conversion of this former military site were \$2 million in 1997 and \$1.2 million in 1998.

Between the second and fourth quarters of Fiscal Year 2003, EDA measures in the green range (between ninety and one hundred percent of target) had improved from eleven to eighteen measures out of nineteen measures tracked during this first year. Measures in the yellow (between seventy and eighty-nine percent of the target) and red (below sixty-nine percent of the target) ranges had decreased from three to zero and from five to one, respectively.

EDA was featured in the Balanced Scorecard Collaborative's Government Summit in September 2003 as a government entity achieving significant results from the BSC; EDA was also cited as a case study in the recent book by Drs. Robert Kaplan and David Norton, *Strategy Maps: Converting Intangible Assets into Tangible Outcomes*.

President's Management Agenda

As part of strengthening the agency's performance, EDA addressed each of the President's Management Agenda government-wide initiatives: strategic management of human capital, competitive sourcing, improved financial performance, expanded electronic government, and budget and performance integration.

Human Capital Initiative

Under the human capital initiative, EDA received approval from the Department of Commerce and OMB to reorganize its headquarters structure. In Fiscal Year 2003, negotiations on the reorganization were successfully completed and implementation began. The reorganization will provide for the efficient and effective deployment of human resources to support an organization that is citizen centered, results oriented, and market-based. Through this restructuring, EDA will reduce its headquarters staff and move those resources to fund greatly needed staff in the regions to better serve the needs of local communities. Headquarters will be streamlined, have fewer supervisors, and be staffed by employees with the requisite skills to support regional operations. This reorganization recognizes that the primary function of EDA headquarters is to provide support for the core mission and operations of the agency.

Competitive Sourcing Initiative

A meticulous look at outsourcing through the Federal Activities Inventory Reform Act of 1998 (FAIR Act) inventory during Fiscal Year 2003 resulted in identifying one hundred and five possible "commercially available" positions. During Fiscal Year 2003, EDA outsourced the accounting technician function and identified another function for cost comparison. EDA currently contracts for ten positions in information systems, accounting, and compliance review.

Improved Financial Performance Initiatives

Clean Unqualified Audit Opinion

No material weakness or reportable conditions at EDA were noted in the Fiscal Year 2003 Consolidated Audit. The results of the financial statement audit are a measure of progress across government. EDA received a "clean" unqualified audit

opinion for Fiscal Year 2003. EDA continues to give the highest priority to providing accurate financial data to its internal and external customers.

Federal Managers' Financial Integrity Act

The bureau's goal of strengthening the integrity of its financial operations ensures the accuracy of its financial data and will enable it to continue to earn an unqualified opinion on future financial statements. As part of efforts to improve financial performance and to comply with the Federal Managers' Financial Integrity Act, the Department continues to enhance its core financial system, the Commerce Administrative Management System (CAMS). All EDA program and administrative accounts are managed on CAMS. EDA issued formal policies and procedures that document management controls for program accounts and funding transactions in accordance with the Department's core financial system. The formal policies and procedures include *Grant and Loan Procedures Manuals, EDA and the National Institute of Standards and Technology Salaries and Expenses Accounting Management Procedures*, and the *Financial Statement Compilation Procedures Manual*.

Expanded E-Government Initiatives

Information Technology Security

EDA successfully achieved full certification and accreditation of all bureau major information and general support systems by the Department's established deadline of September 30, 2003. EDA is implementing action plans for full compliance with the Department's information technology (IT) Security Program Policy and the Unclassified System Remote Access Security Policy and Minimum Implementation Standards. All corrective actions resulting from the Fiscal Year 2002 Financial Systems review were completed by September 30, 2003. No material weaknesses were identified as a result of the Fiscal Year 2003 Financial Systems review and IT penetration tests. EDA met all of the Department's OMB IT security deadlines and requirements, completed IT security awareness training for all EDA staff and contractors, and prepared comprehensive security plans and system security assessments for all major information systems. The bureau's IT security program complies with Departmental and Federal Information Systems Security Policies and guidance; ensures access control to bureau information via the Web; maintains the integrity and reliability of information; and, enhances security of the major and general support systems and communications infrastructure.

Economic Development Administration Web Site

EDA supports the Administration's commitment to transform the federal government into a more productive e-enterprise that will better serve citizens. EDA's new Web site, a component of the Economic Development Communications and Management System (EDCOMS) project initiated by EDA in early FY 2003, was designed to improve service to EDA stakeholders and was unveiled at our National Conference in 2003. The new Web site provides a higher quality of information regarding investment programs and investment guidelines for economic development resources, as well as recent speeches, economic development research studies, and news on current and upcoming events.

EDA and NOAA Grants Online Collaboration

During Fiscal Year 2003, EDA initiated efforts to participate in the National Oceanic and Atmospheric Association's (NOAA) plans to deliver a consolidated, online grants system for use by EDA. Activities were initiated in third quarter Fiscal Year 2003 to produce EDA's E-Grants Online Strategic Vision document and perform a requirements analysis of EDA's grant processes following the guidelines established by the NOAA Grants Online System. The requirements analysis will result in a series of business-use case documents that will be used in the design and development of the automated solution. EDA and NOAA have agreed to collaborate and use similar technical analysis approaches and documentation processes to enable the functionality described by the EDA business- and system- use cases to eventually be incorporated into the NOAA Grants Online environment. The EDA Grants System Program Manager and NOAA Grants Online Program Management Office will collaborate on a periodic basis to help facilitate a smooth integration of EDA requirements into NOAA's Grants Online System.

E-Grants Initiatives

EDA continues to refine its e-government strategy to manage its programs and services more efficiently. The Information Clearinghouse component of EDCOMS provides high-quality customer service on the Web. EDA is directly participating in the E-Grants Storefront and E-Travel (FedTrip) initiatives. EDA participated in both the E-Apply "test of the edges" and pilot tests run in May and July 2003. EDA is now participating in the functional "FIND" component of E-Grants on the Web. EDA is also currently collaborating with NOAA in the development of an interface to the "APPLY" component of E-Grants.

Budget and Performance Integration Initiative

As part of its continuing efforts to integrate budget and performance, in Fiscal Year 2003, EDA submitted an integrated Fiscal Year 2005 budget request to Congress, including EDA's annual performance plan. EDA, the Department, and OMB utilized performance results in determining EDA's budget request funding levels.

III. Programs of the Economic Development Administration



III. Programs of the Economic Development Administration

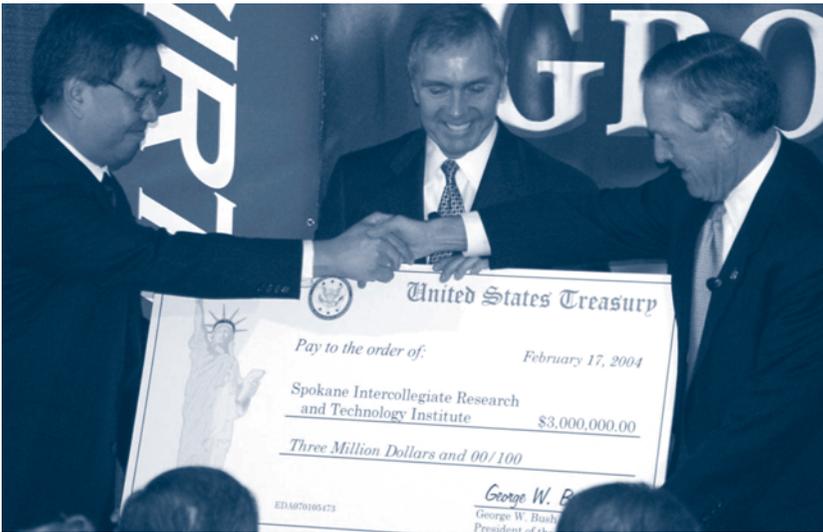
Public Works and Development Facilities Program

The Public Works and Development Facilities program, i.e., Public Works program, empowers communities experiencing economic decline and distress to revitalize, expand, and upgrade their physical infrastructure to attract new industry, encourage business expansion, diversify local economies, and support private capital investment and the generation or retention of higher-skill, higher-wage jobs.

The Public Works program supports locally initiated and developed projects that encourage long-term economic self-sufficiency and global competitiveness. Examples of infrastructure and development facility investments supported by this program include water and sewer system improvements; skill-training facilities; industrial and business parks; business incubator, multitenant manufacturing; tourism facilities; and, intermodal transportation enhancements, such as industrial access roads, rail spurs, airport expansions, and port and harbor improvements.

Public Works investments are awarded to states, cities, or other political subdivisions; special-purpose units of government; Indian tribes; and public or private nonprofit organizations working in cooperation with a local political subdivision. Public Works investments support a variety of specific economic development strategies, including cluster-based, technology-led, specialized workforce development; diversification of natural resource dependent economies; community and faith-based social entrepreneurship; tourism and cultural heritage preservation; export development programs; commercialization and deployment of innovative technologies; and, redevelopment of brownfield sites.

Public Works investments may also be used to upgrade or expand a region's economic infrastructure to support the next generation of industry or commerce, such as telecommunications infrastructure and other sustainable development activities, including eco-industrial parks. Whenever possible, the program seeks to redevelop existing facilities and rehabilitate older industrial and commercial sites rather than develop greenfield sites, which are previously undeveloped sites, because such investments promote sustainable economic development by taking advantage of readily available infrastructure, labor force, and markets.



Commerce Secretary Don Evans, together with Congressman George R. Nethercutt, Jr. (R-WA-5), presented an EDA investment check for \$3 million to Dr. Patrick Tam, Director of the Spokane Intercollegiate Research and Technology Institute (SIRTI), during a ceremony held in Spokane, Washington, on August 18, 2004. Together with local matching funds, EDA's investment will be used to purchase land and construct a 35,000-square-foot incubator building with flexible high-bay spaces for light industries and wet labs that will stimulate growth among fledging companies in Spokane's biotech and biomed cluster. In addition, the incubator will provide office space for bioscience and biomedical start-ups as well as technology firms that emphasize energy solutions and general software development. On the basis of eleven years of achievements, SIRTI estimates that during its first ten years, the new incubator will generate a minimum of 1,250 direct jobs, leverage \$90 million in private investments, and increase total incomes to area workers by at least \$132 million annually.

Investment Eligibility for Public Works Assistance

To be eligible for consideration, a Public Works investment must be located in an economically distressed area or, if in a nondistressed area, it must provide substantial direct benefits to an economically disadvantaged area. In accordance with EDA's mission and authorizing legislation, distress is established by demonstrating one of the following criteria: high unemployment (at least one percent above the national average over a two-year period); low per capita income (eighty percent or less of the national average per capita income); or other economic indicators defined as "special need" (e.g., substantial out-migration, underemployment, natural or other major disasters, extraordinary depletion of natural resources, or destructive impacts of foreign trade).

In addition, a Public Works investment must also satisfy all of the following: (1) be consistent with a locally developed CEDS that has been prepared for the area in which it will be located and that has broad community support; (2) improve opportunities for the successful establishment or expansion of industrial or commercial facilities in the area where it will be located; (3) fulfill a pressing need of the area and be started and completed in a timely manner; (4) not result in an increase of goods or services that exist in the market area; (5) have the required local matching share committed and available at the time of approval; and, (6) benefit the long-term unemployed and members of low-income families who are residents of the area to be served by the investment.

Analysis of Public Works Investments

In Fiscal Year 2003, EDA approved one hundred fifty-nine Public Works investments totaling approximately \$209 million. The investment amounts ranged from \$150,000 to \$5.1 million. The average investment was \$1.3 million.



The Public Works program helps America’s distressed communities and regions, both rural and urban, to overcome the problems of aging and inadequate infrastructure, which prevent economic growth, and to achieve lasting economic improvement by creating higher-skill, higher-wage private-sector jobs.

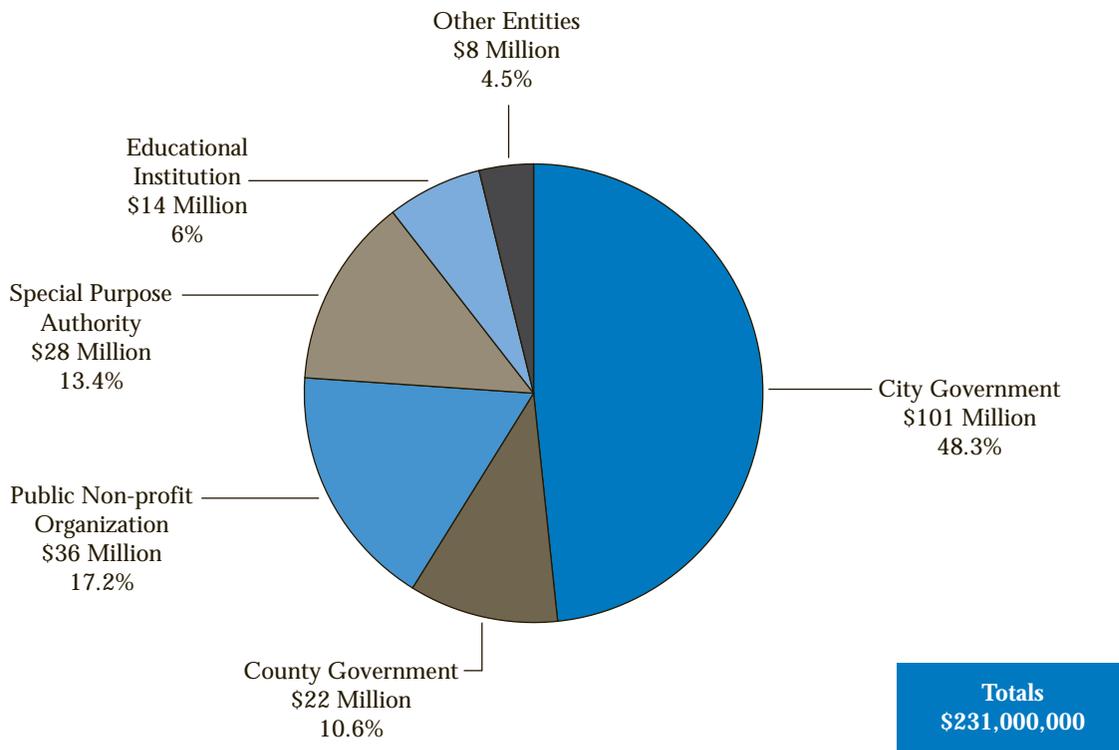
Public Works investments focus on numerous different initiatives, including the following: entrepreneurial development; clean water; empowerment zones and enterprise communities; export development; technological innovation and infrastructure improvements; historic preservation; sustainable development; brownfields redevelopment; diversification of natural-resource-based economies; timber initiative; defense adjustment; disaster response; workforce development; eco-tourism; health; product and building recycling; Mississippi Delta; Southwest Border; American Heritage River; pre-disaster mitigation activities; regional competitiveness; and, faith- and community-based social entrepreneurship.



The distribution of EDA’s Fiscal Year 2003 Public Works investments by type of recipient was as follows: city government \$101 million; public nonprofit organizations \$36 million; special-purpose units of local governments \$28 million; county government \$22 million; college or university \$14 million; and, other entities \$8 million.

Tampa Port Authority in Tampa, Florida, was awarded an EDA Public Works investment of \$1 million on December 31, 2001, to demolish, realign, and construct 2,500 linear feet of seawall improvements at berths 250, 251, and 252. EDA’s investment leveraged more than \$15 million in public-sector funds to finance this significant project. Construction began in March 2003. The photo above shows the port prior to improvements, and the photo below shows the port as of June 2004, when the improvements were substantially complete. The port projects that two hundred twenty-five higher-skill, higher-wage jobs will be created in Tampa and Hillsborough County as a result of this EDA public works investment. In 2003, Tampa was named one of three national Portfields demonstration pilots. Portfields is a federal interagency effort focusing on the redevelopment of brownfields in or around ports, harbors, and marine transportation hubs with emphasis on development of environmentally sound port facilities.

EDA Public Works Investment by Type of Recipient



Examples of EDA Public Works program investments for Fiscal Year 2003 include the following:

- Danville-Pittsylvania County Regional Industrial Facilities Authority, Danville, Virginia, had severe job losses due to the recent closure of textile and clothing manufacturers. To help provide the new infrastructure necessary to support a more diversified economy in this southern Virginia region, EDA awarded in June 2003 a \$3 million investment to the Danville-Pittsylvania County Regional Industrial Facilities Authority for the construction of the Institute of Advanced Learning and Research. EDA's investment provided sixty percent of the project's total construction cost of \$5 million. This training and research facility, which is scheduled to be completed by December 2005, provides space for the development of new technologies, which in turn will attract technology-driven businesses to the region. It is anticipated that the facility will host fifteen tenants, create one hundred forty-five jobs, and generate \$100 million in private-sector investments by December 2010.
- Puerto Rico Highway and Transportation, Puerto Rico, was awarded an EDA investment of \$2.2 million for infrastructure upgrades to improve access to the Ceiba Norte Industrial Park, located in the municipality of Juncos. EDA's investment provided seventeen percent of the total construction cost of \$13.1 million for the project, which is expected to be

completed by July 2007. The Juncos area has an unemployment rate in excess of twelve percent. Those transportation improvements promote the expansion of a cluster of health and personal care manufacturing firms and forty other businesses. It is projected those expansions will create eight hundred new manufacturing jobs and generate \$734 million in private-sector investments.

- Brewster, Minnesota, was awarded an EDA investment of approximately \$600,000 to construct wastewater infrastructure necessary for the operation of a soybean crushing facility. Soybeans are Minnesota's largest crop, which generates eighteen percent of the state's agricultural income. EDA's investment helped to leverage \$31.5 million and will help to expand and strengthen Brewster as an agricultural processing cluster.



The building depicted above houses the Upper Kanawha Valley Technology Center (Technology Center) in Montgomery, West Virginia. EDA awarded a \$1.3 million investment to the Upper Kanawha Valley Economic Development Corporation in 2001 to demolish an existing building, to prepare the site, and to construct the three-story Technology Center. Completed in 2003, the Technology Center is leased to multiple technology-related private-sector businesses, some of which are expected to utilize technology developed at the West Virginia University Institute of Technology and to employ its graduates. EDA's investment is expected to create three hundred jobs and to generate \$2 million in private-sector investments when the Technology Center is fully occupied.

- Anderson, Indiana, is a hub for automotive electronics and electrical engineering-based design and production. Anderson recently lost two hundred fifty engineering and technical jobs. To attract new technology-based businesses to the area, EDA awarded the City of Anderson Indiana Redevelopment Commission a \$1.6 million investment to construct a manufacturing technology-based incubator, the Anderson Business Development Center. EDA's investment is expected to help establish thirty new businesses, create four hundred fifty technology-driven jobs, and generate \$4.5 million in private investments by 2010.
- Tacoma, Washington, was awarded a \$4 million EDA investment in 2003 for the construction of a bridge and related improvements. Known locally as the D Street Overpass, this public works project will expedite access to the port of Tacoma, thereby expanding the area's maritime industry. EDA's investment also supports the future increase of intermodal business in Tacoma, which is expected to leverage \$20 million in private-sector funds and to create four hundred new higher-skill, higher-wage jobs by 2010.

- Maui Economic Development Board, Maui, Hawaii, was awarded a \$2 million investment in June 2003 to expand this major research and technology incubator complex at a total cost of \$6.3 million. This high-tech complex supports such ventures as the Maui Super Computer and the Pacific Missile Range. It is anticipated the expanded incubator will create two hundred new jobs and generate \$5.45 million in private-sector investments by 2012.

- Montgomery, Alabama, was awarded a \$2 million EDA Public Works investment to upgrade the city's water system to provide the infrastructure necessary to support a large-scale automotive production facility. EDA's investment supported a \$1 billion investment by the auto manufacturer in Alabama and the creation of 2,000 new higher-skill, higher-wage jobs. These employment opportunities will benefit the entire region, but will most significantly impact West Montgomery and the surrounding economically depressed counties of Autauga, Bullock, Butler, Crenshaw, Elmore, Lowndes, Macon, and Pike, all within a thirty-mile commute.

Auburn University conducted an impact study and projected that within five years an additional 5,570 jobs will be created indirectly, among first-, second-, and third-tier suppliers in the region.



- North Carolina Wesleyan College, Rocky Mount, North Carolina, was awarded an EDA Public Works investment of \$1.3 million to construct the Gateway Technology Training Center, an onsite and distance-learning training facility for

EDA awarded two investments in 1995 and 2001 totaling \$4.4 million to the county of Kauai and the Kauai Economic Development Board, Inc., to establish the West Tech Kauai Center. EDA's investments financed the construction of a visitor center that provides interactive multimedia presentations, and a business complex that provides global information technology and video teleconferencing. In 2003, seven businesses located in the Center created 150 higher-skill, higher-wage jobs in security, energy, the environment, communication, and space exploration that generated gross revenues exceeding \$20 million.

the region's workforce. Three major employers project that the Center's courses will directly save 2,666 jobs and create thirty-eight new jobs for the workforce in five surrounding counties. EDA's investment is expected to leverage \$53 million in private investments. This educational facility will be completed late in 2005 and will improve worker productivity, further business expansion, and produce a more viable economy for North Carolina.

- Tapetes de Lana in Mora, New Mexico, trains welfare-to-work, underemployed, and unemployed workers to hand-weave household and wearable textiles. Tapetes recently purchased an old general store in Mora for the expansion of its existing retail store and weaving center. Alpaca and mohair producers subsequently asked Tapetes to spin fiber in addition to

weaving. Following extensive analysis, several area universities helped to develop and plan a moderate, commercial-sized spinning, scouring, and dyeing complex at the old general store in Mora. EDA awarded a Public Works investment of \$760,000 to help fund the construction of the complex. The addition of the spinning and scouring mill will also make the hand-woven textile production process more efficient by vertically integrating fiber and yarn production, weaving, and retail. Establishing the Mora scouring and spinning plant allows for the local processing of raw products that previously had been sent out of state or exported to Peru for processing and later re-imported for weaving. The Mora complex improvements will add seven new jobs and help to retain thirty existing jobs.

- Albuquerque, New Mexico, is home to Eclipse Aviation, a new-start jet aircraft manufacturing corporation at Double Eagle II Airport (DEII) that provides a major economic development opportunity for New Mexico. The company currently employs two hundred fifteen workers and anticipates creating 1,800 additional jobs by 2007, which will yield a projected annual payroll base of \$110 million. Job opportunities at Eclipse Aviation include positions for engineers, manufacturers, pilots, analysts, and salespersons. It is anticipated that the presence of Eclipse at DEII and the expansion of general aviation facilities will draw investment income to the area and substantial revenue-generating activities to the airport.

EDA awarded a Public Works investment of \$1.5 million to the city of Albuquerque to upgrade significant infrastructures to support DEII, including installation of fiber optic cable to upgrade communication systems and improvements to water and sewer systems. In addition, the city of Albuquerque provided approximately \$30 million in infrastructure improvements to support the airport.



Speaker of the House of Representatives Congressman Dennis Hastert (R-IL-14), together with Congressman Donald A. Manzullo (R-IL-16) and Assistant Secretary of Commerce for Economic Development Dr. David A. Sampson, presented an EDA investment of \$2.2 million on July 21, 2003, to officials of Rochelle, Illinois, for the construction of infrastructure necessary to support the new Global Intermodal III. This innovative transportation hub will occupy the 1250-acre site, shown above in the before photograph, and will handle the exchange of rail cargo from the Midwest, West Coast, and international ports. EDA's investment will generate \$325 million in private investments and will create more than four hundred new, higher-skill and higher-wage jobs. Global Intermodal is expected to be operational by September 2004 and is depicted in its projected final form in the after-completion photograph. By 2010, according to studies of comparable operations, this state-of-the-art intermodal facility will create an additional 1,600 new jobs and 500,000 square feet of warehouse, distribution, and manufacturing space at a cost of \$280 million.



Brownfields Redevelopment

Historically, the focus of EDA's brownfields redevelopment activities has been on the economic reuse of the parcels. Typically, EDA gets involved after sites have been assessed and remediation performed. Under current statutory authorities, however, EDA is able to provide full-service, one-stop shopping in support of community brownfield revitalization needs, including support for site assessment, market feasibility analysis, incidental remediation, and site redevelopment and reuse that furthers the economic development of the site.

Brownfields are real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence

of a hazardous substance, pollutant, or contaminant. Brownfields may, at times, be more expensive to develop than greenfields because of the need to assess the conditions of the site and, sometimes, to reclaim the land. Nonetheless, brownfields offer many other competitive development advantages, as well as other environmental benefits.

Benefits of Brownfields Redevelopment

Brownfields locations are attractive to private companies because of their proximity to existing transportation systems such as highways, rail lines, and rivers; markets, including both suppliers and customers; and readily available labor pools. Other brownfields redevelopment benefits include access to land with existing capital assets (e.g., buildings, power and telecommunications infrastructure, water, sewer), the availability of economic incentives, and unique redevelopment opportunities such as historic sites. Public-sector benefits include job creation, increased tax revenues, reduced urban sprawl, mitigation of health hazards, community and environmental stewardship, crime reduction, and prevention and elimination of neighborhood blight.



North Seattle Community College (NSCC) is the country's first community college to operate a twenty-four-hour, seven-days-a-week Web cast network of advanced education distance learning. EDA's 1998 investment of \$1.5 million assisted NSCC's purchase of \$3.2 million in Webcast equipment. NSCC's Webcasting provides interactive video-based education for unemployed, underemployed, and dislocated workers throughout the state of Washington. EDA's investment is projected to create approximately four hundred jobs by 2008.

EDA's Public Works program and Economic Adjustment program investments help to revitalize, upgrade, and expand the physical infrastructure that is commonly needed for brownfields redevelopment. Such investments include the rehabilitation and reuse of older publicly owned buildings, as well as the construction of new infrastructure and facilities on reclaimed sites.

EDA's Planning and Technical Assistance program investments support preliminary site development activities, such as area master planning, geographic information system brownfields inventories, and site-specific market feasibility studies.

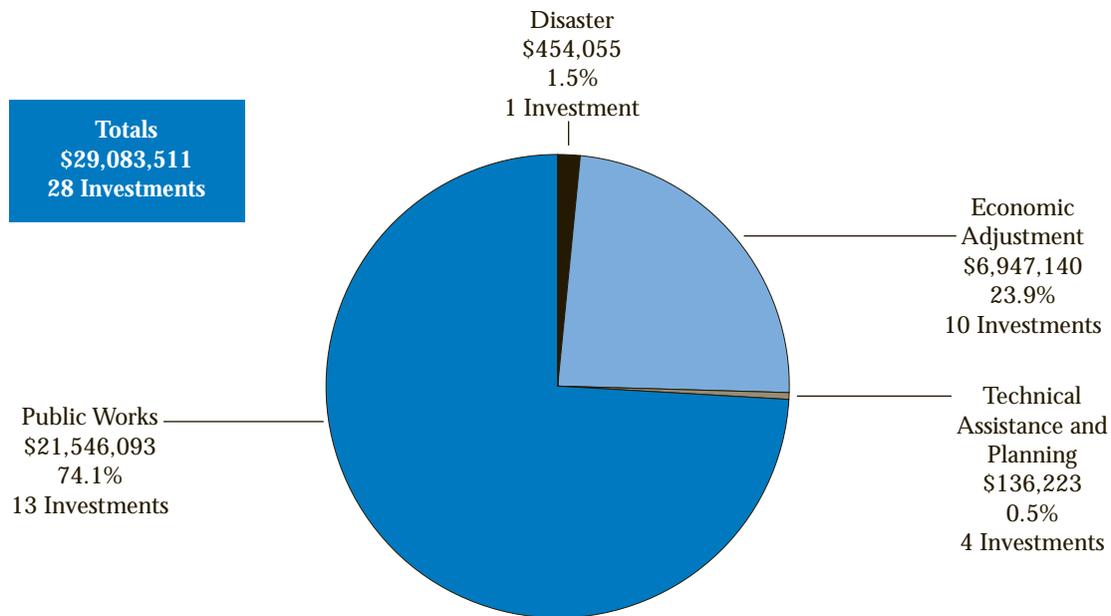
Analysis of Brownfields Redevelopment Investments

In Fiscal Year 2003, EDA approved twenty-eight brownfields redevelopment investments totaling more than \$29 million. Thirteen of those, totaling roughly \$22 million, were public works investments. In Fiscal Year 2003, approximately three-quarters of EDA's brownfields assistance went to urban areas.



In September 2000, EDA awarded an approximately \$1 million investment to the city of Boston and the Dorchester Bay Economic Development Corporation for site work necessary to construct a new industrial building. This EDA investment funded the first new industrial building, known as the Bay Street project, to be constructed in Dorchester in almost thirty years. Constructed on a former brownfield site that abutted a residential neighborhood, this 80,000-square-foot facility was opened in 2003. A high-tech communications firm providing graphic design, digital printing, and Web site development immediately signed on as a long-term tenant. EDA's investment was an essential piece of the financing and immediately helped to retain eighty-four jobs; an additional eighty-five new higher-skill, higher-wage jobs are projected by 2005.

FY 2003 EDA Brownfields Investments by Program Area



These before-and-after photographs graphically demonstrate the transformation of the Chester Power Station into the new Wharf at Rivertown development that will provide 400,000 square feet of Class A office space. EDA awarded a \$2.5 million investment to the city of Chester, Pennsylvania, for site preparation, parking lot construction, and riverwalk improvements to support the development and to ensure its successful marketing. Three tenants already have leased approximately fifty percent of the project, which is targeted for completion in March 2006. This development is located on a brownfield site along the Delaware River waterfront. When completely developed, the Wharf at Rivertown could generate in excess of 2,000 jobs, producing \$95 million in wages, and leveraging \$40 million in private-sector investments. Those benefits, projected in part from EDA's investment, are greatly needed in Chester, which has an unemployment rate of over fifteen percent as a result of the loss of its heavy manufacturing base.

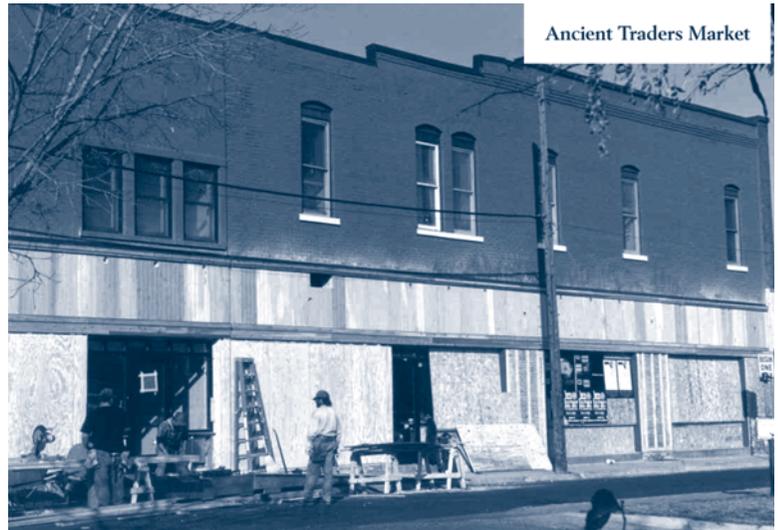
Native American and Alaska Natives

Economic development of Indian communities and businesses has lagged behind that of the nation as a whole. Historically, Indian Country has experienced some of the nation's highest unemployment rates and lowest per capita incomes. Tribal lands are often located in geographically remote areas and lack adequate public infrastructure to support economic growth and development. In addition, Native American governments rarely have sufficient resources to self-fund investments that will lead to the creation of higher-wage, higher-skill jobs.

As a result, the U.S. Department of the Interior, Bureau of Indian Affairs (BIA), and Tribal Budget Advisory Council, which is composed of representatives of tribal organizations, concluded that sustained improvements in Indian economic development would require a coordinated effort among tribes, Indian businesses, federal agencies, and private, non-Indian businesses. The Council requested that the BIA support an economic development conference to address Indian economic development issues.

In the spirit of interagency cooperation, EDA, together with two other Commerce agencies, the Census Bureau and the Minority Business Development Agency, cosponsored the National Summit on Emerging Tribal Economies. The overall purpose of the Summit was to support creation of sustainable tribal economies through business alliances among tribes, corporate America, and federal agencies to create 100,000 jobs in Indian Country and to develop sustainable, market-driven tribal economies by the year 2020.

EDA has a long history of support for the economic development of Native American communities and Alaska Native villages. From 1965 through 2003, EDA provided more than a quarter of a billion dollars in assistance to native communities to promote and support their economic development.



EDA awarded a \$1 million investment to the American Indian Neighborhood Development Corporation to rehabilitate a commercial area in the Phillips Neighborhood, a distressed community in Minneapolis, Minnesota. EDA's investment leveraged \$600,000 in private-sector investment. The rehabilitation of the Ancient Traders Market, as depicted below, was completed in August 2003. The dynamic rehabilitation of the Market and an adjoining shopping center has saved or created almost two hundred jobs. EDA has provided significant long-term investments in this community beginning in 1982 with an investment to build the shopping center, which was followed by its second investment in 1989 to construct the Franklin Business Center.



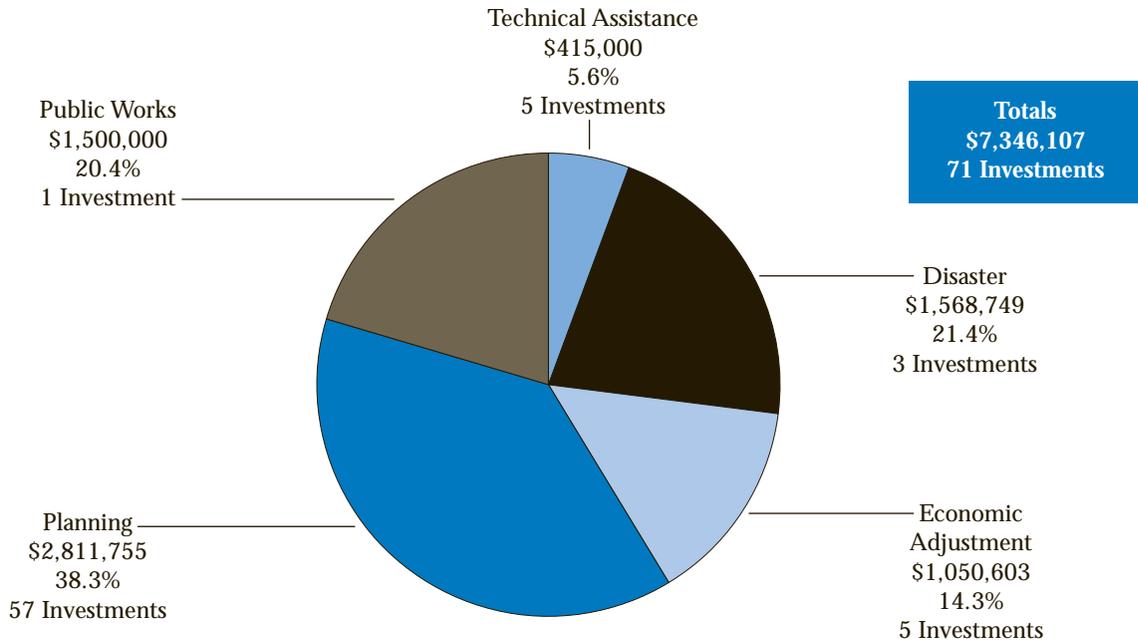
Analysis of EDA Investments to Native Communities

In Fiscal Year 2003, EDA made seventy-one investments totaling \$7.3 million across program areas to Native American and Alaska Native tribal governments and tribal organizations, including funding for the following: planning activities; market feasibility studies; business development assistance; equipment acquisition to support tribally owned enterprises; and constructing infrastructure improvements such as water tanks, sewer lines, and road improvements to enable Native American tribes and Alaska Native villages to further develop their local economies.

Examples of EDA Native Indian and Alaska Native investments for Fiscal Year 2003 include the following:

- City of Durant, Oklahoma, and co-applicant Choctaw Nation of Oklahoma, were awarded a \$1.5 million EDA Public Works investment to upgrade water and sewer infrastructure, thereby enhancing regional competitiveness and supporting long-term economic development in the area. EDA's investment helps to provide the public improvements necessary to attract a 1.2-million-square-foot warehouse distribution center that is expected to become the area's largest employer, creating three hundred thirty full-time jobs within two years and five hundred full-time jobs within three years. The warehouse developers committed to invest \$65 million in the construction of the facility that will serve fourteen states in the nation's south-central region.
- Metlakatla Indian Community, Alaska, was awarded a \$701,000 EDA investment to purchase and install a tunnel freezer at the Annette Island Packing Company. The new freezer will allow the company to locally flash freeze fishery products that previously were sent to off-island freezing facilities, frequently including those in Canada. The Metlakatla Indian Community is located on a forested Indian reserve on Annette Island in southeast Alaska. Government constraints on the sale of logs and the simultaneous fall in world market prices forced the Metlakatla Indian Community to suspend both its on-island and off-island logging. Fishing is another economic staple for the community, and EDA's investment in the expansion of the packing company operations is expected to create one hundred forty-six new jobs and retain approximately one hundred fishing-related positions.

FY 2003 EDA Investments to Native American and Alaska Native by Program Area



Economic Adjustment Program

The Economic Adjustment program was created in 1974 by an amendment that added Title IX to the Public Works and Economic Development Act, EDA's authorizing legislation. Known as Section 209, the Economic Adjustment program uses a flexible set of tools to respond to the special needs of communities facing the most severe economic difficulties, namely the temporary or permanent change of the local or regional economic structural base.

Despite a fundamentally strong U.S. economy, radical economic change at the local level, precipitated by long-term and sudden economic events, remains a common occurrence. Adverse economic impacts may result from foreign trade competition causing the actual or threatened closure of a principal industry or company, a catastrophic natural or terrorist disaster, or a military base closure. Other impacts may result from such environmental issues as the following: protection of the spotted owl, which led to EDA's Pacific Northwest Timber initiative; declines in salmon harvests, which led to EDA's Alaska-Norton Sound Fisheries initiative; and, long-term declines in the Appalachian coal industry, which led to EDA's coal initiative.

In each case, economic events—and the subsequent economic impacts—seriously threatened the economic survival of these communities. EDA's Economic Adjustment program continues to be the only comprehensive federal assistance for many such distressed communities. By providing assistance for the development of regional strategic planning, EDA empowers communities at the grass-roots level, thus helping them to rethink their economic future. Communities can develop plans to stabilize their local economies and grow in new and sustainable directions. The program can also fund critical portions of local action plans, including the following: essential infrastructure; technical assistance for business transitions and local capacity-building; and, revolving loan funds to help jump-start new competitive businesses.



The new and expanded Ohio University Innovation Center opened in July 2003. Established in 1983, it is among the nation's oldest centers for technological innovation. The recently completed expansion provides 36,000 square feet for the incubation of new technology-based companies in Athens, Ohio. Governor of Ohio Bob Taft; Congressman Ted Strickland (R-OH-6); Federal Co-Chair of the Appalachian Regional Commission, Anne Pope; EDA Regional Director for the Chicago Region Robert Sawyer; and Economic Development Representative Robert Hickey spoke during the opening ceremonies held in September 2003. EDA awarded a \$1.4 million investment in July 2001, which helped to leverage the project's total cost of \$5.7 million. EDA's investment is expected to help the Center create approximately four hundred and sixty-five new higher-skill, higher-wage jobs by 2009.



EDA awarded an approximately \$2.4 million investment to the Bayonne Local Development Authority to stabilize and mitigate the ongoing erosion along the southern shoreline of the peninsula at Bayonne Harbor. These before-and-after photographs illustrate the economic development impact of EDA's investment and how it supports the conversion of the former Military Ocean Terminal–Bayonne (MOTBY) into the development of a land and water intermodal transportation hub. EDA's total investment in the reuse of MOTBY is in excess of \$7.8 million. At completion, the intermodal hub is projected to create 6,000 direct and secondary jobs and leverage \$50 million in private-sector investments.

EDA's Economic Adjustment program supports the following three predominant types of investment activities:

- **Strategy or capacity-building investments** help communities organize and implement a planning process, resulting in a Comprehensive Economic Development Strategy (CEDS). An EDA-approved CEDS is a prerequisite for implementing an economic adjustment infrastructure improvement or revolving loan fund (RLF) investment, as it is for other EDA programs;
- **Implementation investments** help communities implement one or more initiatives identified in their EDA-approved CEDS by funding projects to construct public works, develop technical assistance, or provide local capacity-building facilities; and,
- **Revolving Loan Fund** investments capitalize an intermediary to make loans to local businesses, which otherwise cannot access commercial credit.

Eligibility Criteria for Economic Adjustment Program Investments

EDA's economic adjustment assistance may be awarded if an area meets any one of the following economic distress factors: low per capita income; high unemployment; disaster declaration; plant closures and layoffs; outmigration; underemployment;

military base closure or defense contracting cuts; extraordinary depletion of natural resources; negative impacts of foreign trade; or, another special need.

Analysis of Economic Adjustment Program Investments

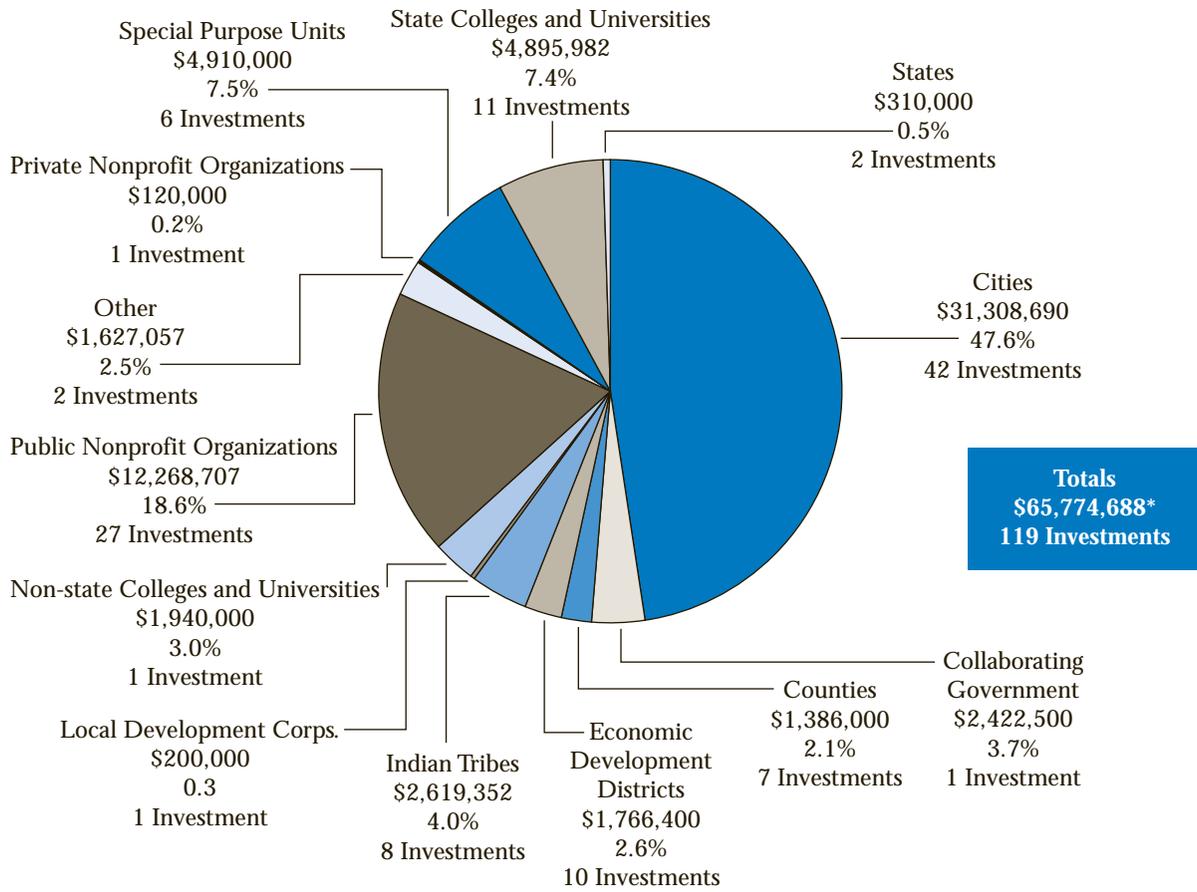
The Economic Adjustment program received a Fiscal Year 2003 appropriation of \$40.6 million. It received another \$18 million transferred from the Department of Defense for eleven defense adjustment projects. An additional \$7.2 million was expended from monies recovered from a combination of program carryover, recoveries of prior year obligations, and other intergovernmental reimbursables. For the 2003 program year, Economic Adjustment received a total of \$65.8 million. The investment amounts ranged from \$15,000 to \$3 million. The average investment was approximately \$550,000.

In Fiscal Year 2003, seventy-eight strategy or capacity-building investments were awarded, for approximately twenty-nine percent of the Economic Adjustment budget. Thirty-nine implementation or construction investments were awarded, for roughly sixty-seven percent of the program allocation. One RLF recapitalization investment represented one percent of the program allocation, and one disaster mitigation investment represented three percent of the budget.

The majority of EDA's Fiscal Year 2003 Economic Adjustment assistance went to city and county governments, nonprofit organizations, special-purpose units of local government, and higher education institutions. Over fifty percent of all Fiscal Year 2003 Economic Adjustment investments were made in rural areas.

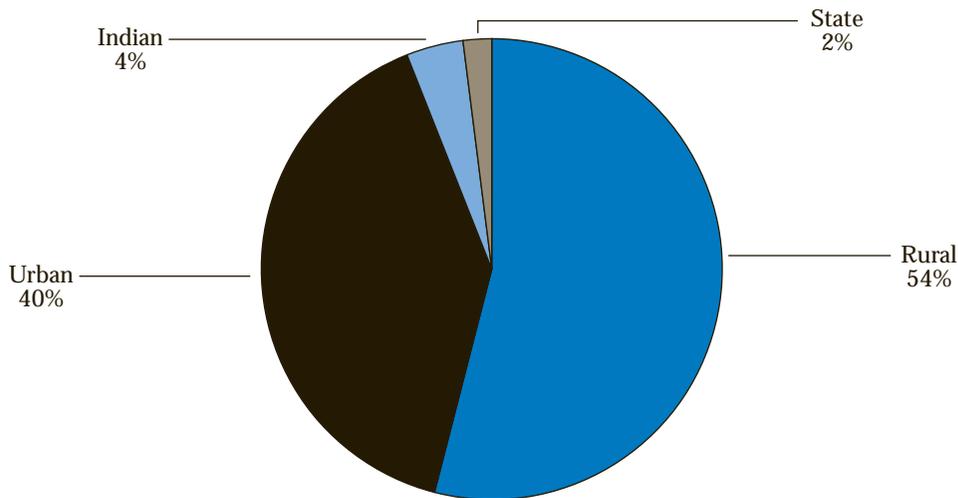
In Fiscal Year 2003, areas of Economic Adjustment program funding emphasis included technology-led economic development with thirty investments totaling over \$14 million; community and faith-based social entrepreneurship with eight investments totaling \$2.4 million; and brownfields redevelopment with eight investments totaling \$3.6 million.

FY 2003 Economic Adjustment Investments by Type of Recipient

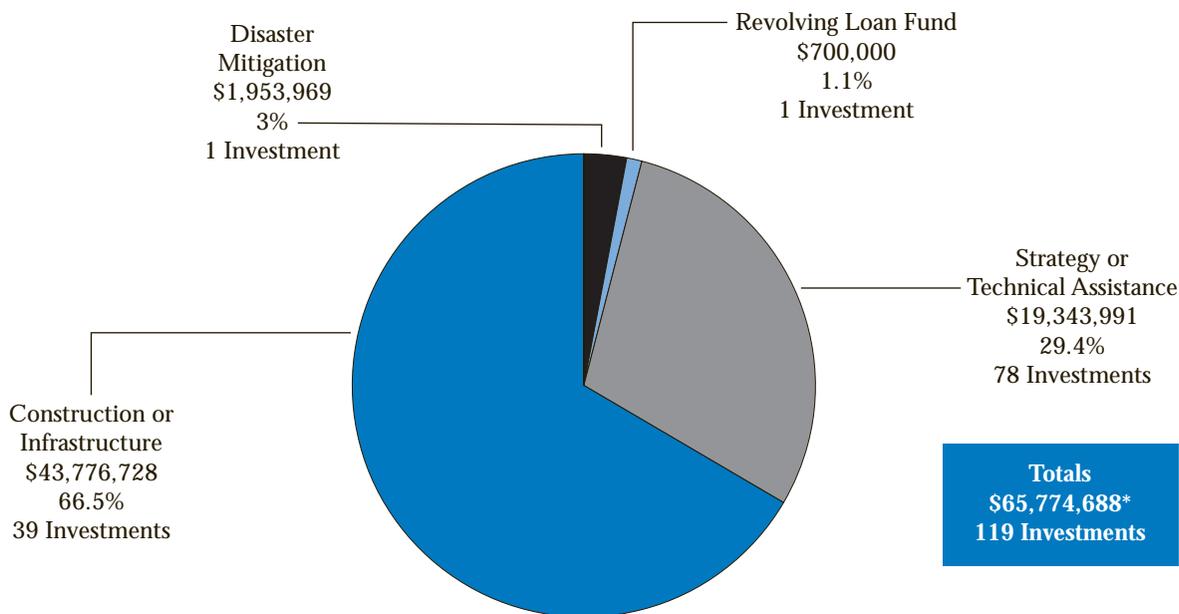


* \$65,774,688 includes \$40.6 million in appropriated funds and other funds from reimbursables and recoveries.

FY 2003 EDA Economic Adjustment Investments by Type of Area



FY 2003 EDA Economic Adjustment Assistance Investments by Type of Project



* \$65,774,688 includes \$40.6 million in appropriated funds and additional funds from reimbursables and recoveries.

Examples of EDA Economic Adjustment Program Fiscal Year 2003 Investments

The following investment descriptions exemplify the flexibility and effectiveness of the Economic Adjustment program and the achievements EDA has realized through it in communities across the nation during Fiscal Year 2003:

- Adelanto, California, was awarded, under the Defense Adjustment Initiative, an EDA Economic Adjustment investment of \$1 million to construct roads and upgrade infrastructure to support the development of a regional retail center and future industrial developments. In 1993 Adelanto lost 10,000 jobs following the closure of George Air Force Base. The unemployment rate at that time was twelve percent. To make the necessary economic adjustments and to diversify its economy, Adelanto prepared a strategic economic development plan with the objective of establishing a regional center for retail operations. It is anticipated that three hundred new jobs will be created by the private sector.
- Ladysmith, Rusk County, Wisconsin, was awarded an EDA Economic Adjustment investment of approximately \$900,000 in September 2003. EDA's investment leveraged \$10 million in the private sector for the rehabilitation and upgrade of a six-acre industrial site, including upgrades to the water system. EDA's investment builds on the innovative strategy of stabilizing the region's economy by recycling underutilized industrial and commercial properties. Rusk County has created

five hundred twenty-five jobs and leveraged over \$2 million in private funds over the past ten years by implementing this economic adjustment strategy. It is projected that EDA's investment in Ladysmith will create two hundred new jobs and generate \$5 million per year in new income for the region.

- Ben Franklin Technology Partners of Southeastern Pennsylvania, Philadelphia, Pennsylvania, was awarded an \$800,000 Economic Adjustment investment to provide small businesses with improved access to technology and advanced practices, which, in turn, will improve product development and the commercialization processes. The businesses will gain access to assistance resources from Ben Franklin and its network of providers including the region's universities. EDA's investment is expected to assist thirty small businesses in the application of new technologies. Over a three-year period, these businesses are estimated to produce \$5 million in value-added products and to promote the expansion of technology-related clusters.
- Hopi Tribe, Arizona, was awarded a \$170,000 EDA Economic Adjustment investment to support surveys, preliminary design, and engineering studies, as well as development of a business plan for a microwave broadband telecommunications system capable of serving the entire reservation. The study also includes an analysis of the organizational structure for a tribal enterprise to operate the system. The Hopi Reservation, located in Navajo and Cococino counties, suffers from persistent economic distress that is compounded by the lack of modern, reliable telecommunication infrastructure. The existing telecommunications system fails to reach thirty-five percent of the reservation's population, which is a condition that proves to be a barrier to the economic expansion of the tribe. Using EDA's investment, the tribe will explore the use of microwave broadband infrastructure as an alternative to an expensive upgrade and extension of the existing inefficient and ineffective copper landline system. Implementation of the strategy will facilitate core infrastructure upgrades, improving tribal commercial, business, and educational opportunities.
- Rutgers-Camden Technology Campus, Camden, New Jersey, received an EDA investment of \$850,000 to study the establishment of a venture capital fund and to implement a small-business mentoring program for equity and debt access until September 2004. This venture capital fund and the mentoring program could result in 1,800 new jobs and \$40 million in private-sector equity investments by December 2009 in Camden, which is a city with double-digit unemployment. This investment is one facet of EDA's ongoing support for efforts by Rutgers and the city of Camden to promote the growth of technology-related businesses. Previously, EDA invested \$1.1 million for the development of a high-tech incubator facility in Camden and for a feasibility study to provide high-tech fiber optic cable.
- Jacksonville, Florida, was awarded a \$2 million Defense Adjustment Initiative investment, under EDA's Economic Adjustment program, to renovate a hangar facility at Cecil Commerce Center, located on the former Cecil Field Naval



Since 1999, EDA has assisted Prairie View A&M University, in Prairie View, Texas, to design and implement a university economic development program to respond to clients in East Texas and the Gulf Coast region. This extremely poor, minority-populated area has few resources for human capital, information distribution, and strategic planning. To provide better technical assistance and enhanced resources to those rural communities, EDA originally awarded a \$450,000 economic adjustment investment to the university to create the Center for Innovative Economic Development. Through the university's net mobile unit, pictured above, the Center helps communities develop and implement strategic plans and technology-driven economic development. The Center also helps communities leverage their resources through partnerships with faith-based and nonprofit organizations and local, state, and federal government agencies. In Fiscal Year 2003, EDA awarded a \$140,000 technical assistance investment to Prairie View A&M to continue the work of the Center and its net mobile unit.

Timber Initiative. EDA's investments support local capacity-building activities, economic adjustment strategies, and technical assistance.

In addition, EDA awarded investments totaling \$7.1 million under the Alaskan Timber Initiative. EDA also assisted communities in six states affected by declines in Appalachian coal and southeastern timber with investments totaling \$8.7 million.

- Heritage College, Toppenish, Washington, was awarded, under the Pacific Northwest Timber Initiative, an EDA Economic Adjustment investment of approximately \$104,000 to create commercial by-products from waste generated in the viticulture industry by studying value-added uses for otherwise discarded grape residue. In response to the downsizing of its timber industry, the region is developing an economic cluster of vineyards and wineries. EDA's investment will help Heritage College in its efforts to create additional products and high-wage, value-added jobs within the viticulture cluster by 2005. It is anticipated that this effort will lead to the production of commercial products such as cosmetics, pharmaceuticals, and biofuels.

Air Station. EDA's investment continues the redevelopment of this former military base and is projected to create four hundred ninety jobs, retain two hundred twenty-five jobs, and leverage \$2.5 million in private-sector investments. These upgrades will be completed in 2005 and will yield employment opportunities estimated to produce payrolls that double within the first five years to \$21 million and by 2010 to \$30 million.

Recovery from Economic Crisis Areas of Special Interest

EDA Timber and Coal Initiatives Assist Impacted Communities

Distressed communities in Oregon, Washington, and California received \$2.3 million in EDA Economic Adjustment assistance under the Pacific Northwest

Disaster Resistant Jobs Training

In spring 2003, together with the Federal Emergency Management Agency (FEMA), EDA pilot tested a revised Disaster Resistant Jobs training course updated to include material on Homeland Security initiatives. In fall 2003, the revised course was offered at FEMA's National Emergency Management Institute in Emmitsburg, Maryland. State and local emergency managers and community economic developers met with senior EDA and FEMA staff members and private-sector instructors to better understand each other's expertise and perspective during the four-day training session. Participants learned how emergency managers and economic developers could, and why they must, work together in their own communities to effectively reduce public as well as business costs and losses from future disasters, thereby stabilizing jobs and local economies.

Disaster Mitigation

EDA disaster mitigation assistance provides predisaster planning and technical assistance as well as infrastructure improvements to disaster-prone communities in order to reduce the adverse impacts of natural disasters on the local economy. Those EDA investments fund locally directed community activities and provide permanent solutions to reduce job loss and promote economic vitality in hazard-prone communities.

- Roseau, Minnesota, experienced unprecedented flooding in 2002, which resulted in losses to businesses and sudden and severe unemployment rates. Roseau was declared a federal disaster area and was awarded an EDA investment of approximately \$2 million to support a flood control disaster mitigation project. EDA's investment improved flood protections for the city and its primary employer. Those improvements leveraged \$7 million in private capital investments and promoted further development of the recreational-vehicle industry cluster in northwest Minnesota, where this industry is a major source of employment. EDA's investment immediately retained over one thousand jobs, and it is estimated it will create 4,000 new jobs and generate \$75 million in annual wages.



The city of Grayson, Kentucky, was awarded an EDA \$1 million public works investment in 2001 to upgrade water capacity and water treatment facilities necessary to support the expansion of existing industries and for the development of new industries in this rural area of eastern Kentucky. Completed in 2003, the improved infrastructure immediately resulted in the retention of six hundred seventy-three jobs and improved Grayson's ability to attract new industries and employment opportunities. Shown above is some of the newly installed equipment that is necessary to provide the increased water capacity.

Trade Adjustment Assistance Program

The Department of Commerce, including EDA, is strongly committed to supporting the policies of President George W. Bush that promote open trade. Trade with our international partners creates more good jobs for American workers and supports higher living standards for American families. While open trade builds prosperity and spurs economic growth, the reality is that some American firms are impacted by import competition. EDA plays a role in assisting eligible manufacturing and producing firms to adjust to import competition through the Trade Adjustment Assistance for Firms program, as authorized by the Trade Act of 1974, as amended.

Investment Eligibility Criteria for Trade Adjustment Assistance

Only trade-injured manufacturers and producers are eligible to receive assistance under the Trade Adjustment Assistance (TAA) program. Service and retail firms are not eligible for assistance under the program.

Investments to operate Trade Adjustment Assistance Centers (TAACs) may be awarded to institutions of higher education, nonprofit organizations, or other appropriate entities. Seven institutions of higher education, three single-purpose nonprofit organizations, one employers' association, and one state agency received funding in Fiscal Year 2003 to sponsor a TAAC.

Analysis of Trade Adjustment Assistance Investments

In Fiscal Year 2003, EDA awarded \$10.4 million in TAA funding to the national TAAC network. EDA certified two hundred seven firms as eligible to apply for assistance under the TAA program. EDA also approved adjustment proposals from one hundred sixty firms, which had an average of eighty-three employees and approximately \$7.2 million in sales.

Under the program, the firm must share the costs of consultants' fees for implementing the technical assistance outlined in its adjustment proposal. The combined average cost to EDA and a firm for technical assistance implementation outlined in an adjustment proposal was \$97,386.

Note: Only the current TAACs are listed in Chapter IV.

Examples of technical assistance tasks implemented from adjustment proposals approved in Fiscal Year 2003 include the following:

- In California, a binding machine manufacturer received \$37,444 in program assistance to develop a strategy for reshaping its on-demand document-finishing business. Early results from the implementation of this strategy include a seven percent increase in employment and a 400 percent increase in net income.
- In Indiana, a precision-machined products manufacturer received \$21,726 in program assistance to improve worker productivity, assess plant layout, and build financial decision-making skills. These improvements have helped the company to rehire several workers, increase sales by seventeen percent, and operate at a profit.
- In Oregon, a manufacturer of portable massage tables received \$16,000 in program assistance to develop a strategy for addressing its marketing, operations, and financial problems. After implementing this strategy, the firm was able to maintain its current workforce and in December 2003 recorded its highest profit in over three years.
- In Pennsylvania, a medical device manufacturer received \$8,000 in program assistance to acquire a CE mark, which is required for the sale of products in the European Union. Within a year of receiving the CE mark, the firm recorded a twenty-two percent increase in sales.
- In Virginia, a furniture components manufacturer received \$24,000 to evaluate new markets for its capabilities. As a result of this assistance, the firm has expanded into the merchandise display fixture market, increased sales by \$375,000, and hired two new employees.
- In Massachusetts, a manufacturer of specialty ceramic powders received \$40,000 in program assistance to identify potential cost reductions and to develop new formulas using base metals other than silver or palladium. As a result of this assistance, the firm reduced its process costs by seventeen percent and doubled its sales, primarily from new customers for its new formulas.
- In Illinois, a manufacturer of labels and decals received \$20,000 in program assistance to obtain ISO 14000 certification and to research and select a new sales representation agency. The successful completion of these two projects contributed to a \$500,000 increase in sales with a new customer.

Economic Development Planning Program

The Economic Development Planning program provides essential investment support to Economic Development Districts (EDDs), Native American organizations, states, sub-state planning regions, urban counties, cities, and other eligible applicants to assist in planning. The two categories of the Planning program are Partnership Planning investments for EDDs, Indian tribes, and other eligible areas; and Short Term Planning investments to states, sub-state planning regions, and urban areas.

Eligible activities under this program include preparing and maintaining a Comprehensive Economic Development Strategy, implementing the elements of the strategy, and providing planning and technical assistance services to communities and local governments within the organization's jurisdiction. EDA investments are normally awarded on an annual basis and priority consideration is given to currently funded entities with satisfactory performance.

Note: Only current recipients of Partnership Planning investments are listed in the state-by-state directory of Economic Development Districts in Chapter IV.

Analysis of All EDA Economic Development Planning Investments

In Fiscal Year 2003, under the District Partnership Planning program, EDA awarded investments totaling \$16.6 million to two hundred eighty-three districts. One of the investments supports fourteen districts in Kentucky. An additional fifty-six investments totaling \$2.5 million were made under the Indian Partnership Planning program. Four Partnership Planning program investments totaling \$883,000 were made to other eligible areas. Under the Short Term Planning program, EDA approved twenty-eight investments to rural entities totaling \$1.6 million, thirteen investments to urban entities totaling \$1.3 million, and eight investments to states and other eligible areas totaling \$696,000.

Partnership Planning Investments for Economic Development Districts, Indian Tribes, and Other Eligible Areas

Partnership Planning investments provide support for the formulation and implementation of local economic development programs and strategies designed to create higher-skill, higher-wage jobs and to increase income for the unemployed and underemployed in areas of economic distress. EDA investments enhance economic development planning capability, support the formulation of development policies, and assist in building local institutional capacity.



EDA awarded a \$1.4 million investment in August 2001 to Pine Technical College in Pine City, Minnesota, to develop the Advanced Technology Center. Completed in June 2003, the Center provides state-of-the-art resources to attract new technology-based businesses and retain and expand existing businesses. Approximately twenty new companies in software development and discrete parts manufacturing have moved into the area because of the facilities they can access at the Center. This business expansion has created or retained approximately fifty jobs. The Center serves east-central Minnesota and recently expanded services to Minneapolis and St. Paul.

Examples of EDA Partnership Planning investments during Fiscal Year 2003 include the following:

- Pioneer Valley Planning Commission, Massachusetts, is located in the western portion of the state and includes the distressed manufacturing cities of Springfield and Holyoke. EDA awarded a \$70,000 investment for a one-year period to the Commission in 2003 to improve its planning program. By implementing improved coordination of economic development efforts in the private, civic, and public sectors, the Commission will increase the job opportunities in its communities. EDA has provided an annual investment to the Commission since 1999 for the Pioneer Valley's Comprehensive Economic Development Strategy process. The projects resulting from the process have proven to be very valuable. For example, in 2003, fifty-five projects recommended in the strategy were undertaken and are expected to lead to the creation of over 3,000 jobs and over \$20 million in private-sector investment.
- Rhode Island Department of Administration was awarded an EDA investment of \$125,000 to help support its economic development policy planning and implement a statewide Comprehensive Economic Development Strategy with the objectives of alleviating local unemployment and creating new investments in areas of low per capita incomes.
- Rockford, Illinois, was awarded a \$50,000 planning assistance investment by EDA to develop a master plan identifying options and strategies to reclaim seventy acres of vacant land and underutilized buildings for heavy industry and commercial uses in the area known as Barber-Coleman Village. The Illinois Department of Transportation is planning the realignment

and reconstruction of a \$20 million bridge in the area. Planning completion is expected late in 2004. Local experts estimate the area will have an assessed value of \$100 million when developed.

- Southern Oregon Economic Development District was awarded a \$56,000 Partnership Planning investment to prepare a Needs and Issues Inventory for the region in cooperation with local officials. The Inventory provides local officials with a prioritized needs and project list. Foremost on this list is the creation of higher-wage jobs with benefits. In response, the EDD, working with U.S. Customs and Immigration Facility, is constructing a new Customs Foreign Trade Zone facility in Medford, Oregon. The creation of one hundred fifty new direct and indirect jobs is projected by July 2004.
- South Georgia Regional Development Center, Valdosta, Georgia, was awarded a \$45,000 EDA planning investment to create a model Web-based site selection marketing database using geographic information system technology and Internet access. Georgia's first database for a rural economic hub, known as Web-Enabled Regional Business Services, will be made available worldwide via the Internet. EDA's investment, which was matched with local funds, strengthens the hub's existing industries and its recruitment of new businesses to the region. It also standardizes the area's marketing methods, analysis, and data presentation. By supporting the crafting of a single user-friendly format, EDA's investment makes this rural southern Georgia economic hub more competitive internationally in its efforts to attract new businesses.
- Forrest County Industrial Park Commission, Petal, Mississippi, was awarded a \$50,000 EDA planning investment to develop a master plan for an economic development technology-led innovation and commercialization research park in the Greater Hattiesburg area. The industrial park will commercialize technology transfer from the area's research universities, thereby attracting private-sector investment from existing companies, new companies, and entrepreneurs.

Partnership Planning for Native American Tribes and Alaska Native Villages

In Indian Country and Alaska Native Villages, preliminary planning and analysis are critical to the successful implementation of economic development investments that will lead to the creation of higher-wage, higher-skill jobs. In Fiscal Year 2003, EDA awarded fifty-seven investments totaling \$2.8 million under its Partnership Planning program to Native American and Alaska Native governments. EDA expects to award a similar amount in Fiscal Year 2004. These planning investments provide financial assistance to tribal governments to prepare and maintain comprehensive economic development strategies. By carefully crafting economic development strategies that reflect local priorities, Native American and Alaska Native governments better position themselves to direct their limited economic development resources to their optimal uses.

Analysis of EDA Planning Investments to Native Communities

In Fiscal Year 2003, EDA made seventy-one investments totaling \$7.3 million across program areas to Native American and Alaska Native tribal governments and tribal organizations, including funding for the following: planning activities; market feasibility studies; business development assistance; equipment acquisition to support tribally owned enterprises; and constructing infrastructure improvements to communication systems, water storage and sanitation systems, and roadways to enable Native American tribes and Alaska Native villages to better develop their local economies.

Short Term Planning Investments to States, Sub-State Planning Regions, and Urban Areas

Short Term Planning investments support significant new economic development planning, policy-making, and implementation. They also establish comprehensive economic development planning processes cooperatively with the state, political subdivisions of the state, and economic development districts. Investments under this program are generally for a twelve-month period, and assistance may be renewed for two additional years.

Economic development planning and implementation activities such as performing economic analyses, defining economic development goals, identifying project opportunities, and formulating and implementing development programs may be supported under this program. Other eligible activities include establishing and maintaining a comprehensive economic development planning process, coordinating multi-jurisdictional planning efforts, developing institutional planning capacity, and identifying approaches for diversifying the local economy. Any state receiving assistance under the program is required to maintain a Comprehensive Economic Development Strategy developed in cooperation with its political subdivisions and economic development districts.



The Affiliated Tribes of Northwest Indians Economic Development Corporation (ATNI-EDC) received the 2004 Washington State Governor's Award for its contribution to economic development by inaugurating its cooperative marketing strategies. Governor Gary Locke presented the Award on December 2, 2004 in Edmonds, Washington, to ANTI-EDC officials Mark Ufkes, Executive Director and Walter Jackson, Tourism Chairman. ANTI-EDC is a consortium of more than fifty-six member Tribes in seven states. The Economic Development Administration awarded a planning investment for the preparation of the strategies. All twenty-nine Tribes throughout Washington State worked together to form local and state partnerships in an effort to build stronger economies and decrease the unemployment rate both on and off tribal reservations. The recent distribution of Washington State's first-ever Travel Guide to Indian Country - 2004, is a significant development in ANTI-EDC's strategies to promote Indian Country.

The following is an example of EDA Short Term Planning investments during Fiscal Year 2003:

- West Central Indiana EDD was awarded an EDA short-term planning grant of \$39,300 in September 2003 to supply administrative support and technical assistance to four separate redevelopment commissions in Clay and Sullivan counties, located in west-central Indiana. These innovative commissions provide a single point of contact for local development projects and new private investments in the area. During Fiscal Years 2002 and 2003, the economic development projects in this EDD created over two hundred fifty jobs and leveraged \$30 million in private-sector funds. The commissions project that by 2005 they will create or save a total of two hundred seventy-nine jobs and leverage almost \$28,000 in private investments.

Technical Assistance Program

Local Technical Assistance Program

The Local Technical Assistance program helps leaders in the public and nonprofit sectors, especially those in distressed communities, to gain essential information for making optimal decisions on local economic development issues. Investments funded under this program most commonly assist communities in undertaking specific planning studies or analyzing the feasibility of an economic development investment, such as a business incubator or an industrial park for creating new or retaining existing jobs in the local economy. However, the strength of the Local Technical Assistance program lies in its flexibility to address a broad range of local economic development needs and priorities. EDA investments under this program can assist communities in preparing downtown revitalization strategies, tourism marketing plans, and export marketing programs for locally produced goods and services. It can also help in conducting targeted studies about economic development, such as an analysis of local labor skills and needs.

Analysis of Local Technical Assistance Investments

EDA awarded thirty-nine Local Technical Assistance investments, totaling \$2 million, in Fiscal Year 2003. Those investments included eight for planning studies, seven for feasibility studies for potential economic development investments, five for tourism development, and four for convening conferences or workshops. The remaining fifteen were disbursed among a variety of other categories.

Examples of EDA Local Technical Assistance investments for Fiscal Year 2003 follow:

University Center Technical Assistance Program

Institutions of higher education house a wealth of resources, including faculty, staff, computer facilities, laboratories, and libraries. The University Center Technical Assistance program helps institutions of higher education establish and operate outreach programs that use their own and other resources to provide technical assistance that addresses economic development needs and opportunities in their service areas, especially in distressed communities. A recent EDA-sponsored study by Mt. Auburn and Associates concluded that the EDA University Center program is a valuable educational and technical assistance tool in support of local and regional economic development.

The majority of EDA University Centers assist nonprofit organizations in analyzing and implementing economic development projects and programs. Other University Centers focus their programs on providing private-sector firms with technology transfer assistance to help create or stabilize job opportunities. In Fiscal Year 2003, thirteen EDA University Centers were sponsored by minority-serving institutions: seven by historically Black colleges and universities, five by Hispanic-serving institutions, and one by a tribal college.

Analysis of University Center Technical Assistance Investments

EDA renewed its financial assistance investments to sixty-two EDA University Centers in Fiscal Year 2003. Several of the EDA University Centers received investments in a prior fiscal year and were not due for renewal in Fiscal Year 2003. The total amount of funding invested in EDA University Centers in Fiscal Year 2003 was \$6.4 million.

Note: In Fiscal Year 2004, EDA implemented a competition for investments awarded to University Centers. The first round of competition was held in EDA's regional offices in Austin and Denver. In Fiscal Year 2005, EDA will implement a competition for University Center funding in its regional offices in Chicago and Philadelphia. In Fiscal Year 2006, the competition will be implemented in EDA's regional offices in Atlanta and Seattle. Therefore, only current recipients of EDA University Centers investments are provided in the state-by-state directory in Chapter IV.

Examples of EDA University Center investments during Fiscal Year 2003 follow:

- **University Center at University of Arkansas at Little Rock, Arkansas** (UALR) conducts applied research projects in the areas of regional economics, applied demographics, economic development business research, project feasibility studies, and program research to assist communities in their efforts to retain or expand local businesses. The UC at UALR benefits from its long-term cooperative relationships with state agencies, utility-based economic development organizations, local economic development entities, and the business community. UALR also continues to work with all eight EDA-designated Arkansas Economic Development Districts to provide data and serve as an information clearinghouse for the preparation of the District's Comprehensive Economic Development Strategies for their respective counties.
- **Mt. Auburn and Associates**, as previously referenced, recently completed an EDA-funded study and concluded that the EDA University Center program is a valuable educational and technical assistance tool for local and regional economic development. However, the study also concluded that the University Center program lacks effective oversight and accountability mechanisms to encourage higher and more uniform performance levels among individual Centers. To address these needs, EDA awarded \$140,000, under its Technical Assistance program, to the Texas Engineering Extension Service to develop an Automated Performance Tracking System (APTS) to help each University Center establish and track

clear performance standards for targeting areas of economic distress, dislocation, and other important factors. APTS will help to further develop a collaborative culture between the University Centers and EDA and to implement guidelines to better focus Center activities. Program performance measures will be applied to the APTS findings, which in turn will help to determine criteria for funding the Centers on a competitive basis.

The University Center at University of Texas at San Antonio, Texas (UTSA) works to enhance the capacity and capabilities of local governments, nonprofits, economic development corporations, and private partners to help them effectively engage in economic development activities. The center works to enhance private investment, create highly skilled, higher-paying jobs, and develop new business enterprises, particularly small businesses and technology-led businesses in South Texas. The center, part of the Institute for Economic Development (IED), is located on UTSA's downtown campus in a building constructed in part by an EDA investment of \$1.8 million awarded in 2000. The photographs above depict the IED under construction and upon completion in late 2003. IED is a one-stop facility that houses ten centers and programs dealing with a wide range of economic, trade, and business development issues, and is an acknowledged leader in economic and business development.



Research and National Technical Assistance Program

The Research and National Technical Assistance Program develops a comprehensive base of information about economic development issues; disseminates information to local, state and national economic practitioners; and, evaluates the performance of economic development programs. Information dissemination investments make crucial information on economic development programs, projects and emerging issues available to practitioners through targeted newsletters, Web sites, conferences, and other media. Research investments examine existing and emerging issues in economic development, and then document the results for practitioners and policymakers. Evaluation investments assess the economic impact of funding under EDA's programs to measure each program's effectiveness and to make recommendations for improvements. Four Research investments totaling \$457,000 were awarded in Fiscal Year 2003. Five National Technical Assistance investments totaling \$1.2 million were awarded in Fiscal Year 2003.

IV. State-by-State Directories of Economic Development Offices



EDA Headquarters and Regional Offices

Headquarters Office

Dr. David A. Sampson, Assistant Secretary

U.S. Department of Commerce • 14th & Constitution Avenue, N.W. • Room 7800
Washington, D.C. 20230
Telephone: (202) 482-5081 • Fax: (202) 273-4781

Regional Offices

PHILADELPHIA REGION (PRO)

Paul M. Raetsch, Regional Director

The Curtis Center • Suite 140 South • Independence Square West • Philadelphia, PA 19106

Telephone: (215) 597-4603 • Fax: (215) 597-1063 • Internet: Praetsch@eda.doc.gov

Serves: Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Puerto Rico, Rhode Island, Vermont, Virginia, Virgin Islands, West Virginia

ATLANTA REGION (ATRO)

Lola B. Smith, Acting Regional Director

401 West Peachtree Street, N.W. • Suite 1820 • Atlanta, GA 30308-3510

Telephone: (404) 730-3002 • Fax: (404) 730-3025 • Internet: Wday1@eda.doc.gov

Serves: Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee

CHICAGO REGION (CRO)

C. Robert Sawyer, Regional Director

111 North Canal Street • Suite 855 • Chicago, IL 60606-7204

Telephone: (312) 353-8143 • Fax: (312) 353-8575 • Internet: Rsawyer@eda.doc.gov

Serves: Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin

AUSTIN REGION (AURO)

Pedro R. Garza, Regional Director

504 Lavaca Street • Suite 1100 • Austin, TX 78701-2858

Telephone : (512) 381-8144 • Fax: (512) 381-8177 • Internet: Pgarza@eda.doc.gov

Serves: Arkansas, Louisiana, New Mexico, Oklahoma, Texas

DENVER REGION (DRO)

Robert E. Olson, Regional Director

1244 Speer Boulevard • Suite 670 • Denver, CO 80204

Telephone: (303) 844-4715 • Fax: (303) 844-3968 • Internet: Rolson@eda.doc.gov

Serves: Colorado, Iowa, Kansas, Missouri, Montana, Nebraska, North Dakota, South Dakota, Utah, Wyoming

SEATTLE REGION (SRO)

A. Leonard Smith, Regional Director

Jackson Federal Building • Suite 1856 • Seattle, WA 98174

Telephone: (206) 220-7660 • Fax: (206) 220-7659 • Internet: Lsmith7@eda.doc.gov

Serves: Alaska, American Samoa, Arizona, California, the Commonwealth of the Northern Mariana Islands, Guam, Hawaii, Idaho, Nevada, Oregon, Washington, the Federated States of Micronesia, the Republic of the Marshall Islands, Republic of Palau

STATE ECONOMIC DEVELOPMENT OFFICES

Organization	Phone
Alabama Development Office	(334) 353-1717
Alaska Department of Community and Economic Development	(907) 465-2500
Arizona Department of Commerce	(602) 771-1122
Arkansas Department of Economic Development	(501) 373-3444
California Department of Commerce	(916) 323-5400
Colorado Economic Development Commission	(303) 892-3840
Connecticut Department of Economic and Community Development	(860) 270-8000
Delaware Economic Development Office	(302) 672-6808
Enterprise Florida, Inc.	(850) 488-6300
Georgia Department of Industry, Trade & Tourism	(404) 657-4309
Hawaii Department of Business, Economic Development & Tourism	(808) 586-2355
Idaho Department of Commerce, Economic Development Division	(800) 842-5858
Illinois Department of Commerce and Economic Opportunity	(312) 814-7179
Indiana Department of Commerce	(317) 232-8806
Iowa Department of Economic Development	(515) 242-4720
Kansas Department of Commerce & Housing	(785) 296-7834
Kentucky Cabinet for Economic Development	(502) 564-7670
Louisiana Department of Economic Development	(225) 342-7015
Maine Department of Economic and Community Development	(207) 624-9800
Maryland Department of Business and Economic Development	(410) 767-6301
Massachusetts Department of Business & Technology	(617) 727-8380
Michigan Economic Development Corporation	(517) 241-1400
Minnesota Department of Employment and Economic Development	(651) 296-7102
Mississippi Development Authority	(601) 359-3449
Missouri Department of Economic Development	(573) 751-4962
Montana Department of Commerce	(406) 841-2704
Nebraska Department of Economic Development	(402) 471-3111
Nevada Commission on Economic Development	(775)-687-4325

New Hampshire Department of Resources & Economic Development	(603) 271-2341
New Jersey Commerce & Economic Growth Commission	(609) 292-2444
New Mexico Economic Development Department	(505) 827-0305
Empire State Development	(212) 803-3100
North Carolina Department of Commerce	(919) 733-3449
North Dakota Economic Development and Finance	(701) 328-5300
Ohio Department of Development	(614) 466-1350
Oklahoma Department of Commerce	(405) 815-6552
Oregon Economic and Community Development Department	(503) 986-0110
Pennsylvania Department of Community and Economic Development Business Assistance and International Development	(717) 787-3003
Puerto Rico Industrial Development Company Government of Puerto Rico	(787) 765-2900
Rhode Island Economic Development Corporation	(401) 222-2601
South Carolina Department of Commerce	(803) 737-0400
South Dakota - Governor's Office of Economic Development, Department of Tourism and State Development	(800) 872-6190
Tennessee Department of Economic and Community Development	(615) 741-1888
Texas Economic Development	(512) 936-0100
Utah Division of Business and Economic Development	(801) 538-8820
Vermont Department of Economic Development	(802) 828-5239
Virginia Economic Development Partnership	(804) 371-8108
Washington State Department of Community, Trade and Economic Development	(360) 725-4000
West Virginia Development Office	(304) 558-2234
Wisconsin Department of Commerce	(608) 266-7088
Wyoming Business Council	(307) 777-2800

ECONOMIC DEVELOPMENT DISTRICTS

Economic Development Districts (EDDs) are multi-jurisdiction organizations established to develop and implement a comprehensive economic development planning process designed to promote economic growth in their areas. Through planning investments for administrative expenses, EDA provides partnership assistance to three hundred twenty-three EDDs and four other areas. Through this assistance EDA supports not only economic development planning and implementation, but also various technical assistance to member jurisdictions.

Organization Name	Phone Number
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Alabama

Alabama-Tombigbee Regional Commission	334-682-4234
Birmingham Regional Planning Commission	205-251-8139
East Alabama Regional Planning Commission	256-237-6741
North Central Alabama Regional Council of Governments	256-355-4515
Northwest Alabama Council of Local Governments	256-389-0500
South Alabama Regional Planning Commission	334-433-6541
South Central Alabama Development Commission	334-244-6903
Southeast Alabama Regional Planning and Dev. Commission	334-794-4093
Top of Alabama Regional Council of Governments	256-533-3330
West Alabama Regional Commission	205-333-2990

Alaska

Kawerak, Inc	907-443-9005
Kenai Peninsula Borough	907-283-3335
Prince William Sound Economic Development Council	907-835-3773
Southwest Alaska Municipal Conference	907- 562-7380

Arizona

Central Arizona Association of Governments	520-689-5004
Northern Arizona Council of Governments	520-774-1895
SouthEastern Arizona Governments Organization	520-432-5301

Arkansas

Central Arkansas Planning and Development District	501-676-2721
East Arkansa Planning and Development District	870-932-3957
Northwest Arkansas Economic Development District, Inc.	870-741-5404
Southeast Arkansas Economic Development District, Inc.	870-536-1971
Southwest Arkansas Planning and Development District, Inc.	870-234-4030
West Central Arkansas Planning and Development District, Inc.	501-525-7577
Western Arkansas Planning and Development District, Inc.	479-785-2651
White River Planning and Development District, Inc.	870-793-5233

California

Central Sierra Economic Development District	.209- 532-8768
Imperial County Community and Economic Development	.760-337-7814
Sierra Economic Development District	.530-823-4703
Superior California Economic Development District	.530-225-2760
Tri-County Economic Development Corporation	.530-893-8732
Yuba-Sutter Economic Development Corporation	.530-751-8555

Colorado

Region 10 League for Economic Assistance and Planning, Inc.	.970-249-2436
Region 9 Economic Development District of Southwest Colorado, Inc.	.970-247-9621
San Luis Valley Development Resources Group	.719-589-6099
Southern CO Economic Development District	.719-545-8680

Florida

Apalachee Regional Planning Council	.850-674-4571
Central Florida Regional Planning Council	.863-534-7130
North Central Florida Regional Planning Council	.352-955-2200
South Florida Regional Planning Council	.954-985-4416
Southwest Florida Regional Planning Council	.941-656-7720
Treasure Coast Regional Planning Council	.772-221-4060
West Florida Regional Planning Council	.850-595-8910
Withlacoochee Regional Planning Council	.352-732-1315

Georgia

Central Savannah River Regional Development Center	.706-210-2000
Chattahoochee-Flint Regional Development Center	.706-675-6721
Coastal Georgia Regional Development Center	.912-264-7363
Coosa Valley Regional Development Center	.706-295-6485
Georgia Mountains Regional Development Center	.770-538-2626
Heart of Georgia Altamaha Regional Development Center	.478-374-4771
Lower Chattahoochee Regional Development Center	.706-256-2900
McIntosh Trail Regional Development Center	.770-227-6300
Middle Flint Regional Development Center	.229-931-2909
Middle Georgia Regional Development Center	.478-751-6160
North Georgia Regional Development Center	.706-272-2300
Northeast Georgia Regional Development Center	.706-369-5650
South Georgia Regional Development Center	.229-333-5281
Southeast Georgia Regional Development Center	.912-285-6097
Southwest Georgia Regional Development Center	.229-522-3552

Hawaii

Pacific Basin Development Council	.808-596-7229
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Idaho

Clearwater Economic Development Association	208-746-0015
East Central Idaho Planning and Development Association	208-356-4524
Panhandle Area Council	208-772-0584
Region IV Development Association	208-732-5730
SAGE Community Resources	208-322-7033
Southeast Idaho Council of Governments	208-233-4032

Illinois

BI State Regional Commission	309-793-6300
Blackhawk Hills Resource Conservation and Development (RC&D) Council	815-625-3854
Greater Egypt Regional Planning and Development Commission	618-549-3306
Greater Wabash Regional Planning Commission	618-445-3612
South Central Illinois Regional Planning and Development Commission	618-548-4234
Southeastern Illinois Regional Planning and Development Commission	618-252-7463
Southern Five Regional Planning District and Development Commission	618-634-2284
Southwestern Illinois Metro Regional Planning Commission	618-344-4250
Two Rivers Regional Council of Public Officials	217-224-8171

Indiana

Indiana 15 Regional Planning Commission	812-367-8455
Kankakee-Iroquois Regional Planning Commission	219-253-6658
Region 3A Development and Regional Planning Commission	219-347-4714
River Hills Economic Development District and Regional Planning Commission	812-288-4624
Southeastern Indiana Regional Planning Commission	812-689-5505
Southern Indiana Development Commission	812- 295-3707
West Central Indiana Economic Development District, Inc	812- 238-1561

Iowa

Area XV Regional Planning Commission	641-684-6551
East Central Intergovernmental Association	563-556-4166
Iowa Northland Regional Economic Development Commission	319-235-0311
Mid-Iowa Development Association Council of Governments (MIDAS)	515-576-7183
North Iowa Area Council of Governments	641-423-0491
Northwest Iowa Planning and Development Commission	712-262-7225
Region XII Council of Governments	712-792-9914
Siouxland Interstate Metropolitan Planning Council	712-279-6286
Southeast Iowa Regional Planning Commission	319-753-5107
Southern Iowa Council of Governments	641-782-8491
Upper Explorerland Regional Planning Commission	563-864-7551

Kansas

Great Plains Development, Inc.	620-227-6406
North Central Regional Planning Commission	785-738-2218
Northwest Kansas Planning and Development Commission	785-421-2151
South Central Kansas Economic Development District	316-262-7035
Southeast Kansas Regional Planning Commission	620-431-0080

Kentucky

Barren River Area Development District	270-781-2381
Big Sandy Area Development District	606-886-2374
Bluegrass Area Development District	859-269-8021
Buffalo Trace Area Development District	606-564-6894
Cumberland Valley Area Development District	606-864-7391
FIVCO Area Development District	606-739-5191
Gateway Area Development District	606-674-6355
Green River Area Development District	270-926-4433
Kentucky Governors Office for Local Development	502-573-2382
Kentucky River Area Development District	606-436-3158
Lake Cumberland Area Development District	270-886-4200
Lincoln Trail Area Development District	270-769-2393
Northern Kentucky Area Development District	859-283-1855
Pennyrile Area Development District	270-886-9484
Purchase Area Development District	270-247-7171

Louisiana

Capital Region Planning Commission	225-383-5203
Coordinating and Development Corporation	318-632-2022
Evangeline Economic and Planning Development Council, Inc.	337-886-7782
Imperial Calcasieu Regional Planning and Development Commission	337-433-1771
Kisatchie-Delta Regional Planning and Development District, Inc.	318-487-5454
North Delta Regional Planning and Development District	318-387-2572
South Central Planning and Development Commission	985-851-2900

Maine

Androscoggin Valley Council of Governments	207-783-9186
Eastern Maine Development Corporation	207-942-6389
Greater Portland Council of Governments	207-774-9891

Maryland

Mid-Shore Regional Council	410-770-4798
Tri County Council for Western Maryland	301-777-2158

Massachusetts

Kennebec Valley Council of Government	207-453-4258
Merrimack Valley Planning Commission	978-374-0519
Metropolitan Area Planning Council	617-451-2770
Montachusett Regional Planning Commission	978-345-7376
Northern Maine Development Commission	207-498-8736
Old Colony Planning Council	508-583-1833
Pioneer Valley Planning Commission	413-781-6045
Southeastern Regional Planning and Economic Development District	508-823-1803

Michigan

Central Upper Peninsula Planning and Development Regional Commission	(906)	786-9234
East Central Michigan Planning and Development Regional Commission	(989)	797-0800
Eastern Upper Peninsula Regional Planning and Development Commission	(906)	635-1581
Northeast Michigan Council of Governments	(989)	732-3551
Northwest Michigan Council Governments	(231)	929-5017
Southcentral Michigan Planning Council	(616)	323-0045
Southwestern Michigan Commission	(269)	925-1137
Tri-County Regional Planning Commission	(517)	393-0342
West Michigan Regional Planning Commission	(616)	774-8400
West Michigan Shoreline Regional Development Commission	(231)	722-7878
Western Upper Peninsula Planning and Development Region	(906)	482-7205

Minnesota

Arrowhead Regional Development Commission	(218)	529-5545
East Central Regional Development Commission	(320)	679-4065
Headwaters Regional Development Commission	(218)	444-4732
Mid-Minnesota Development Commission	(320)	235-8504
Northwest Regional Development Commission	(218)	745-6733
Region Five Development Commission	(218)	894-3233
Region Nine Development Commission	(507)	389-8886
Southwest Regional Development Commission	(507)	836-8547
Upper Minnesota Valley Regional Development Comm	(320)	289-1981
West Central Initiative	(218)	739-2239

Mississippi

Central Mississippi Planning and Development District	(601)	981-1511
East Central Planning and Development District	(601)	683-2007
Golden Triangle Planning and Development District	(662)	324-7860
North Central Mississippi Planning and Development District	(662)	283-2675
North Delta Planning and Development District	(662)	561-4100
Northeast Mississippi Planning and Development District	(662)	728-6248
South Delta Planning and Development District	(662)	378-3831
Southern Mississippi Planning and Development District	(228)	868-2311
Southwest Mississippi Planning and Development District	(601)	446-6044
Three Rivers Planning and Development District	(662)	489-2415

Missouri

Bootheel Regional Planning & Economic Development Commission	(573)	276-2242
Green Hills Regional Planning Commission	(660)	359-5636 Ext 11
Kaysinger Basin Regional Planning Commission	(660)	885-3393
Lake of the Ozarks Council of Local Governments	(573)	346-5616
Mark Twain Regional Council of Governments	(573)	565-2203
Meramec Regional Planning Commission	(573)	265-2993
Mo-Kan Regional Council of Governments	(816)	233-3144
Northeast Missouri Regional Planning Commission	(660)	465-7281
Northwest Missouri Regional Council of Governments	(660)	582-5121
Ozark Foothills Regional Planning Commission	(573)	785-6402
South Central Ozark Council of Governments	(417)	256-4226
Southeast Missouri Regional Planning and Economic Development Commission	(573)	547-8357

Montana

Bear Paw Development Corporation of Northern Montana	(406) 265-9226
Beartooth Resource Conservation & Development Area, Inc.	(406) 962-3914
Bitter Root Economic Development District	(406) 363-1444 ext 5
Blackfeet Tribal Business Council	(406) 338-7181
Great Northern Development Corporation	(406) 653-2590
Headwaters Resource Conservation and Development Area, Inc.	(406) 782-7333

Nebraska

Northeast Nebraska Economic Development District	(402) 379-1150
Panhandle Area Development District	(308) 436-6584
River Country Economic Development District	(402) 475-2560
West Central Nebraska Economic Development District	(308) 284-6077

Nevada

Western Nevada Development District	(775) 883-7333
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New Hampshire

North Country Council	603-444-6303
Rockingham Economic Development Corporation	(603) 772-2655

New Jersey

South Jersey Economic Development District	856-765-9700
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New Mexico

Eastern Plains Council of Governments	(505) 762-7714
Mid Region Council of Governments	(505) 247-1750
North Central New Mexico Economic Development District	(505) 827-7313
Northwest New Mexico Council of Governments	(505) 722-4327
South Central Council of Governments, Inc.	(505) 744-0039
Southeastern New Mexico Economic Development District	(505) 624-6131
Southwest New Mexico Council of Governments	(505) 388-1509

New York

Capitol District Regional Planning Commission	518-453-0850
Central New York Regional Planning and Development Board	315-422-8276
Genesee Finger Lakes Regional Planning Council	716-454-0190
Hudson Valley Regional Council	845-567-9466
Lake Champlain-Lake George Regional Planning Board and Economic Development District	518-668-5773
Mohawk Valley Economic Development District	315-866-4671
Southern Tier Central Regional Planning and Development Board	607-962-5092
Southern Tier West Regional Planning and Development Board	716-945-5301
Southern Tier East Regional Planning Development Board	607-724-1327

North Carolina

Albermarle Commission	252-426-5753
Eastern Carolina Council	252-638-3185
High Country Council of Governments	828-265-5434
Kerr-Tar Regional Council of Governments	252-436-2040
Land-of-Sky Regional Council	828-251-6622
Mid-East Commission	252-946-8043
Southeastern Economic Development Commission	910-862-6985
Southwestern North Carolina Planning and Economic Development Commission	828-488-9211
Upper Coastal Plain Council of Governments	252-446-0411
Western Piedment Council of Governments	828-322-9191

North Dakota

Lake Agassiz Regional Council	701-239-5373
Lewis & Clark Regional Development Corporation	701-255-4591
North Central Planning Council	701-662-8131
Red River Regional Council	701-352-3550
Roosevelt-Custer Regional Council for Development	701-483-1241
Souris Basin Planning Council	701-839-6641
South Central Dakota Regional Council	701-252-8060
Tri-County Regional Development Council	701-577-1358

Ohio

Buckeye Hills-Hocking Valley Regional Development District	740-374-9436
Eastgate Regional Council of Governments	330-779-3800
Northeast Ohio Four County Regional Planning and Development Organization	330-252-0337
Ohio Mid-Eastern Governments Association	740-439-4471
Ohio Valley Regional Development Commission	740-947-2853

Oklahoma

Association of South Central Oklahoma Governments	580-252-0595
Central Oklahoma Economic Development District	405-273-6410
Eastern Oklahoma Economic Development District	918-682-7891
Grand Gateway Economic Development Association	918-783-5793
Kiamichi Economic Development District of Oklahoma	918-465-2367
Northern Oklahoma Development Authority	580-237-4810
Oklahoma Economic Development Authority	580-625-4531
South Western Oklahoma Development Authority	580-562-4882
Southern Oklahoma Development Association	580-920-1388

Oregon

CCD Business Development Corporation	541-672-6728
Central Oregon Intergovernmental Council	541-504-3306
Greater Eastern Oregon Development Corporation	541-276-6745
Mid-Columbia Economic Development District	541-296-2266
Mid-Willamette Valley Economic Development District	503-588-6177
Northeast Oregon Economic Development District	541-426-3598
Oregon Cascades West Economic Development District	541-967-8551
Southern Oregon Economic Development District	541-773-8946

Pennsylvania

North Central Pennsylvania Regional Planning and Development Commission	.814-773-3162
Northeastern Pennsylvania Alliance	.570-655-5581
Northern Tier Regional Planning and Development Commission	.570-265-9103
Northwest Pennsylvania Regional Planning and Development Commission	.814-677-4800
SEDA Council of Governments	.570-524-4491
Southern Alleghenies Planning and Development Commission	.814-949-6500
Southwestern Pennsylvania Commission	.412-391-5590

Puerto Rico

Puerto Rico Planning Board	.787-727-4444
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South Carolina

Berkeley-Charleston-Dorchester Council of Governments	.843-529-0400
Catawba Regional Planning Council	.803-327-9041
Central Midlands Council of Governments	.803-376-5390
Lowcountry Council of Governments	.843-726-5536
Lower Savannah Council of Governments	.803-649-7981
Pee Dee Regional Council of Governments	.843-669-3138
Santee-Lynches Regional Council of Governments	.803-775-7381
South Carolina Appalachian Council of Governments	.864-242-9733
Upper Savannah Council of Governments	.864-941-8050
Waccamaw Regional Planning and Development Commission	.843-546-8502

South Dakota

Black Hills Council of Local Governments	.605-394-2681
First District Association of Local Governments	.605-882-5115
Northeast Council of Government	.605-626-2595
Planning & Development District III	.605-665-4408
South Eastern Council of Governments	.605-367-5390

Tennessee

East Tennessee Development District	.865-584-8553
First Tennessee Development District	.423-928-0224
Greater Nashville Regional Council	.615-862-8828
Memphis Area Association of Governments	.901-729-2871
Northwest Tennessee Economic Development District	.731-587-4213
South Central Tennessee Development District	.931-381-2040
Southeast Tennessee Development District	.423-266-5781
Southwest Tennessee Development District	.731-668-7112
Upper Cumberland Development District	.931-432-4111

Texas

Alamo Area Council of Governments	210-362-5200
Brazos Valley Council of Governments	979-595-2800
Capital Area Planning Council	512-916-6000
Central Texas Council of Governments	254-933-6029
Coastal Bend Council of Governments	361-883-5743
Concho Valley Economic Development District, Inc.	325-944-9666
Deep East Texas Council of Governments and Economic Development District	409-384-5704
East Texas Economic Development District	903-984-8641
Golden Crescent Regional Planning Commission	361-578-1587
Gulf Coast Economic Development District	713-993-2459
Heart of Texas Council of Governments	254-756-7822
Lower Rio Grande Valley Development Council	956-682-3481
Middle Rio Grande Development Council	830-876-3533
Northeast Texas Economic Development District	903-832-8636
Panhandle Regional Planning Commission	806-372-3381
South East Texas Economic Development District, Inc.	409-727-2384
South Plains Economic Development District	806-762-8721
South Texas Development Council	956-722-3995
Texoma Economic Development District	903-813-3512
West Central Texas Economic Development District Corpation	325-672-1197
West Texas Economic Development District	915-533-0998

Utah

Five County Association of Local Governments	435-673-3548
Mountainland Economic Development District	801-229-3839
Six County Economic Development District	435-896-9222
Southeastern Utah Economic Development District	435-637-5444
Uintah Basin Economic Development District	435-722-4518

Vermont

Economic Development Council of Northern Vermont	802-524-4546
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Virgin Islands

Virgin Islands Bureau of Economic Research	340-714-1700
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Virginia

Accomack-Northampton Planning District Commission	757-787-2936
Central Shenandoah Planning District Commission	540-885-5174
Crater Planning District Commission	804-861-1666
Cumberland Plateau Planning District Commission	276-889-1778
LENOWISCO Planning District Commission	276-431-2206
Mount Rogers Planning District Commission	276-783-5103
New River Valley Planning District Commission	540-639-9313
Northern Neck Planning District Commission	804-333-1900
Piedmont Planning District Commission	434-392-6104
Southside Planning District Commission	434-447-7101
West Piedmont Planning District Commission	276-638-3987

Washington

Benton-Franklin Council of Governments	.509-943-9185
Big Bend Economic Development Council	.509-764-8591
Central Puget Sound Economic Development District	.206-587-4821
Columbia-Pacific Resource, Conservation and Development/Economic Development District	.360-942-2423
Cowlitz-Lewis Economic Development District	.360-577-3041
Palouse Economic Development Council	.509-751-9144
Peninsula Development Association	.360-457-7793
Tri-County Economic Development District	.509-684-4571

West Virginia

Bel-O-Mar Regional Council and Planning Commission	.304-242-1800
Mid-Ohio Valley Regional Council	.304-422-4993
Region I Planning and Development Council	.304-431-7225
Region III Planning and Development Council	.304-744-4258
Region IV Planning and Development Council	.304-872-4970
Region VI Planning and Development Council	.304-366-5693
Region VII Planning and Development Council	.304-472-6564
Region VIII Planning and Development Council	.304-257-2448
Region IX Planning and Development Council	.304-263-1743

Wisconsin

Bay-Lake Regional Planning Commission	.920-448-2820
East Central Wisconsin Regional Planning Commission	.920-751-4770
Mississippi River Regional Planning Commission	.608-785-9396
North Central Wisconsin Regional Planning Commission	.715-849-5510
Northwest Regional Planning Commission	.715-635-2197
Southwestern Wisconsin Regional Planning Commission	.608-342-1214
West Central Wisconsin Regional Planning Commission	.715-836-2918

Wyoming

Lincoln-Uinta Association of Governments	.307-877-3984
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INDIAN TRIBE PLANNING GRANTEES

Through EDA's Partnership Planning Program, the agency provides economic development planning grants and other assistance to sixty-four different Indian Tribes. Through this planning assistance, EDA enables Tribal areas to develop and maintain local capacity to guide growth, coordinate development efforts, and maximize investments.

Eligible activities under this program include the preparation and maintenance of an Comprehensive Economic Development Strategy, and planning, implementation, and technical assistance services to areas within the Indian Tribes' jurisdiction.

Tribal Planning Grantee	Phone
Alaska	
Association of Village Council Presidents907-543-3369
Bristol Bay Native Association907-842-5257
Kawerak, Inc.907-443-4379
Tanana Chiefs Conference907-452-8251
Central Council Tlingit and Haida Indian Tribes of Alaska907-463-7121
Arizona	
The Hopi Tribe928-734-3101
Quechan Indian Tribe–Fort Yuma Indian Reservation760-572-0213
San Carlos Apache Tribe928-475-2331
California	
California Indian Assistance Program916-263-0461
Colorado	
Ute Mountain Ute Tribe970-565-6485
Florida	
Miccosukee Indians305-223-8380
Idaho	
Coeur D'Alene Tribe of Idaho208-686-5321
Nez Perce Tribe of Idaho208-843-7324

Maine

Passamaquoddy Tribe of Pleasant Point	207-853-2600
Penobscot Nation	207-827-7776

Massachusetts

Wampanoag Tribe of Gay Head (Aquinnah)	508-645-9265
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Michigan

Inter-Tribal Council of Michigan	906-632-6896
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Minnesota

Minnesota Chippewa Tribe	218-335-8581
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Mississippi

Choctaw Indians, Mississippi Band	601-656-5251
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Montana

Assiniboine and Sioux Tribes of the Fort Pack Indian Reservation	406-768-5155
Blackfeet Tribal Business Council	406-338-7181
Chippewa Cree Tribe of the Rocky Boy's Reservation	406-395-4282
Confederated Salish and Kootenai Tribes of the Flathead Reservation	406-675-2700
Fort Belknap Indian Community	406-353-2205
Northern Cheyenne Tribe	406-477-6558

New Mexico

Pueblo of Acoma	505-552-6604
Pueblo of Laguna	505-552-6654
Pueblo of Zuni	505-782-4481
Eight Northern Indian Pueblos Council	505-852-4265

New York

Seneca Nation of Indians	716-532-4900
St. Regis Mohawk Tribal Council	518-358-2272

North Carolina

Eastern Band of Cherokee Indians	828-497-7003
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North Dakota

Spirit Lake Sioux Tribe	701-766-1257
Standing Rock Sioux Tribe	701-854-3698
Three Affiliated Tribes	701-627-4781
Turtle Mountain Band of Chippewa Indians	701-477-0470

Oklahoma

Inter-Tribal Council	918-542-4486
The Chickasaw Nation	580-436-7216

Oregon

Confederated Tribes of Siletz Indians	541-994-2142
Confederated Tribes of the Umatilla Indian Reservation	541-276-3873
Confederated Tribes of the Warm Springs Reservation	541-533-3468

South Dakota

Cheyenne River Sioux Tribe	605-964-4000
Lower Brule Sioux Tribe	605-473-5566
Oglala Sioux Tribe of the Pine Ridge Reservation	605-867-5771
Rosebud Sioux Tribe	605-856-5470
Sisseton-Wahpeton Sioux Tribe	605-698-9030
Yankton Sioux Tribe	605-384-5679

Washington

Affiliated Tribes of Northwest Indians Economic Development Corporation	425-778-7999
Confederated Tribes of the Colville Reservation	509-634-2578
Lummi Nation	360-384-7134
Makah Indian Tribe	360-645-3251
Muckleshoot Indian Tribe	253-939-3311
Port Gamble S'Klallam Tribe	360-297-6247
Quileute Indian Tribe	360-374-7414
Quinault Indian Nation	360-276-8215
Skokomish Indian Tribe	360-426-6748
Spokane Tribe of Indians	509-458-6590
The Suquamish Tribe	360-598-3311
Swinomish Indian Tribal Community	360-466-3163
The Tulalip Tribes of Washington	360-651-4500

Wisconsin

Great Lakes Inter-Tribal Council	715-588-3324
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Wyoming

Joint Business Council of the Wind River Reservation	307-332-6120
Northern Arapaho Tribe	307-332-6120
Shoshone Tribe of Wind River	307-332-3084

REVOLVING LOAN FUNDS

Revolving Loan Funds are publicly administered development capital funds, providing debt financing for strategically targeted businesses unable to obtain adequate market financing for projects of economic benefit to an area. Revolving Loan Funds capital is replenished as loans are repaid and is then recycled into new loans. The purpose of this program is to provide economically distressed communities with a flexible and continuing source of capital that can be used with other economic development tools for encouraging private investment in the types of business activities that will contribute to long term economic stability and growth.

Organization Name	Phone Number
 Alabama	
Alabama-Tombigbee Regional Commission	334-682-4234
East Alabama Regional Planning and Development Commission	256-237-6741
Jefferson County - City of Birmingham	205-325-5761
Lee-Russell Council of Governments	334-749-5264
North Central Alabama Regional Council of Governments	256-355-4515
Northwest Alabama Council of Local Governments	256-389-0500
South Alabama Regional Planning Commission	251-433-6541
South East Alabama Self-Help Association, Inc.	334-727-2340
Southeast Alabama Regional Planning and Development Commission	334-794-4093
West Alabama Regional Commission	205-333-2990
 Alaska	
Alaska Village Initiatives	907-274-5400
Kenai Peninsula Borough Economic Development District	907-465-2510
State of Alaska	907-283-3335
Tanana Chiefs Conference	907-452-8251
 American Samoa	
American Samoa Government	684-633-5155
 Arizona	
Northern Arizona Council of Governments	928-774-1895
PPEP Microbusiness	520-806-9513

Arkansas

Central Arkansas Planning and Development District	501-676-2721
City of Malvern	501-332-3638
East Arkansa Planning and Development District	870-932-3957
Northwest Arkansas Economic Development District, Inc.	870-741-5404
Southeast Arkansas Economic Development District, Inc.	870-536-1971
Southwest Arkansas Planning and Development District, Inc.	870-234-4030
West Central Arkansas Planning and Development District, Inc.	501-525-7577
Western Arkansas Planning and Development District, Inc.	479-785-2651
White River Planning and Development District, Inc.	870-793-5233

California

Asian Pacific Revolving Loan Fund of Los Angeles	213-989-3259
California, State of	916-322-0511
City of Baldwin Park	626-960-4011
City of Berkeley	510-981-7536
City of Coalinga	559-935-1533
City of Compton	310-605-5580
City of El Centro	760-337-4543
City of Fresno	559-621-8357
City of Hollister	831-636-4386
City of Long Beach	562-570-3853
City of Los Angeles	213-978-0670
City of Oakland	510-238-2292
City of San Diego	619-533-7454
City of San Jose	408-277-3618
Community Financial Resource Center	213-233-1900
County of Merced	209-385-7686
County of Monterey	831-755-5065
County of San Joaquin	209-468-3615
County of Ventura	805-654-2229
Crown Development Corporation of Kings County	559-585-3578
East Bay Conversion and Reinvestment Commission	510-749-5951
Economic Development Collaborative - Ventura County	805-384-1800
FAME Assistance Corporation	323-730-7720
Gateway Cities Council of Governments	323-890-7041
Hoop Valley Tribe	530-625-5565
Inland Valley Economic Development Corporation	909-623-1946
Los Angeles County, Community Development Commission of	323-890-7041
Pacific Coast Regional Small Busienss Development Corporation	213-739-2999
Pasadena Development Corporation	626-398-9971
Redwood Region Economic Development Commission	707-445-9651
Richmond Redevelopment Agency	510-307-8140
San Francisco, City and County of	415-252-3134

Southeastern Economic Development Corporation	619-527-7345
Success Capital Expansion & Development Corporation	209-521-9372
Superior California Economic Development District	530-225-2760
TELACU Community Capital	323-838-8556
Tri-Agency Economic Development Association	707-464-2169
Tri-County Economic Development Corporation	530-893-8732
Tulare County Economic Development Corporation	559-688-6666
Valley Economic Development Corporation	818-907-9977

Colorado

City and County of Denver	720-913-1616
City of Aurora	303-361-0847
Region 9 EDD of South West Colorado	970-247-9621
San Luis Valley Development Resources Group	719- 589-6099
Western Colorado Business Development Corporation	970-243-5242

Connecticut

Grow Bridgeport Fund	203-335-1562
Naugatuck Valley RLF	203-805-6378
New Haven Community Investment Corporation	2037766170
Southeastern Connecticut Enterprise Region	860-437-4659
Technology Investment Fund	203-776-6172

Deleware

Wilmington Economic Development Corporation	302-571-9088
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District of Columbia

Anacostia Economic Development Corporation	202-889-5100
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Florida

Apalachee Regional Planning Council	850-674-4571
City of Homestead	305-224-4400
South Florida Regional Planning Council	954-985-4416

Georgia

Central Savannah River Regional Development Center	706-210-2000
City of Albany	229-431-3234
City of Atlanta	404-880-4100
City of Savannah	912-651-6415
Coastal Area District Development Authority	912-261-2500
County of Fulton	404-730-8043
Georgia Mountains Regional Development Center	770-538-2626
Lower Chattahoochee Regional Development Center	706-256-2933
Middle Flint Regional Development Center	229-931-2909

Middle Georgia Regional Development Center	478-751-6160
North Georgia Regional Development Center	706-272-2300
South Georgia Regional Development Center	229-333-5277
Southeast Georgia Regional Development Center	912-285-6097
Southwest Georgia Regional Development Center	229-522-3552

Idaho

Clearwater Economic Development Association	208-746-0015
County of Custer	208.35604525
East-Central Ida Planning and Development Association	208-356-4525
Panhandle Area Council	208-772-0584
Region IV Development Association	208-732-5727
Regional Development Alliance	208-528-9400
Sage Community Resources	208-322-7033
Southeast Idaho Council of Governments	208-233-4032

Illinois

Bi-State Regional Commission	309-793-6300
City of Olney	618-395-7302
City of Peoria	309-494-8640
Community Investment Corporation of Decatur, Inc.	217-423-0352
County of Henry	618-549-3306
Greater Egypt Regional Planning & Development Commission	773-384-7074
Greater North Pulaski Local Development Corporation	618-445-3612
Greater Wabash Regional Planning Commission	309-937-3574
Illinois Development Finance Authority	312-627-1434
Industrial Council of Northwest Chicago	312-421-3941
Lawrence County Industrial Development Council	618-943-5219
Rockford Local Development Corporation	815-987-8675
Shorebank Enterprises	773-420-5170
South Central Illinois Regional Planning and Development Commission	618-548-4234
Southeastern Illinois Regional Planning and Development Commission	618-252-7463
Southern Five Regional Planning District and Development Commission	618-634-2284
Two Rivers Regional Council of Public Officials	217-224-8171
Village of Rantoul	217-893-1661

Indiana

Adams County Economic Development Corporation	219-724-2588
City of Anderson	765-648-6112
City of East Chicago	219-391-8205
City of Evansville	812-436-7823
City of Fort Wayne	260-427-1127
City of Hartford	765-348-0412
City of Kokomo	765-456-7375
City of Muncie	765-288-6681
City of Richmond	765-983-7200
City of Scottsburg	812-752-3169
City of South Bend	574-235-5835
City of Tell City	812-547-5511
County of Pike	219-294-5471
Elkhart Planning and Development Department	812-367-8455
Indiana 15 Regional Planning Commission	219-763-6060
Northwestern Indiana Regional Planning Commission	812-354-2271
Randolph County Community and Economic Development Foundation	765-584-3266
Town of French Lick	812-936-4885

Iowa

Area XV Regional Planning Commission	641-684-6551
Black Hawk County Economic Development Committee	319-235-2960
East Central Intergovernmental Association, Inc.	319-235-2960
MIDAS Council of Governments	515-576-7183
Mid-Iowa Development Fund	515-993-3009
Northwest Iowa Planing and Development Council	712-262-7665
Red Oak Industrial Foundation, Inc	712-623-2261
Region 6 Planning Commission	641-752-0717
Region XII Council of Governments	712-792-9914
Siouxland Economic Development Corporation	712-279-6286
Southeast Iowa Regional Planning Commission	319-753-5107
Southern Iowa Council of Governments	515-782-8491
Upper Explorerland Regional Planning Council	319-864-7551

Kansas

City of Kansas City	913-573-5730
Great Plains Development, Inc.	316-227-6406
North Central Regional Planning Commission	913-783-2218
Northwest KA Planning and Development Commission	913-674-2151
South Central Kansas Economic Development District	316-262-7035
Southeast Kansas Regional Planning Commission	620-431-0080

Kentucky

Barren River Area Development District	270-781-2381
Big Sandy Area Development District	606-886-2374
Buffalo Trace Area Development District	606-564-6894
City of Louisville	502-574-4151
Cumberland Valley Area Development District	606-864-7391
FIVCO Area Development District	606-739-5191
Gateway Area Development District	606-674-6355
Green River Area Development District	270-926-4433
Kentucky Department for Local Governments	502-573-0260
Kentucky River Area Development District	606-436-3158
Lake Cumberland Area Development District	270-866-4200
Lincoln Trail Area Development District	270-769-2393
Northern Kentucky Area Development District	859-283-1885
Pennyrile Area Development District	270-886-9484
Purchase Area Development District	270-247-7171
Southern Kentucky Economic Development Corporation, Inc.	606-677-6100

Louisiana

Jefferson Parish Economic Development Commission	504-833-1881
New Orleans Regional Business Development Loan Corporation	504-524-6172
Tri District Development Corporation	318-487-5451

Maine

Androscoggin Valley Council of Governments	207-783-9286
Coastal Enterprises	207-772-5356
Eastern Maine Development Corporation	207-942-6389
Kennebec Valley Council of Government	207-453-4258
Maine Department of Marine Resources	207-624-6550
Northern Maine Development Commission	207-498-8736

Maryland

Baltimore County Department of Economic Development	410-887-8000
Tri County Council for Western Maryland	301-777-2158
University of Maryland Eastern Shore	410-651-6183

Massachusetts

Cape Anne Commercial Fisheries Fund978-283-2959
 City of Gloucester Community Development Department978-281-9781
 Economic Development and Industrial Corporation of Lynn781-581-9399
 Franklin County Community Development Corporation413-774-7204
 Hampden County Business Development Fund413-781-6900
 Jobs for Fall River508-324-2620
 Massachusetts Department of Economic Development617-727-3206
 Massachusetts Development and Finance Agency616-451-2477
 Massachusetts Industrial Services Program617-727-8158
 Massachusetts Technology Development Corporation617-723-4920
 Merrimack Valley Planning Commission978-374-0519
 New Bedford Economic Development Council508-991-3122
 Old Colony Planning Council508-583-1833
 Southeastern Regional Planning and Economic Development District508-823-1803

Michigan

Berrien County Economic Development Department269-983-7111
 City of Albion517-629-5535
 City of Escanaba906-789-7305
 City of Flint810-766-7436
 County of Iosco313-963-2940
 County of Wayne517-788-4455
 Detroit Economic Growth Corporation906-226-9658
 Economic Development Corporation of Jackson County906-353-7451
 Economic Development Corporation of the County of Marquette989-785-8000
 Montmorency County Economic Development Corporation231-873-7141
 Oceana County Economic Development Corporation248-857-5603
 Pontiac Growth Group989-354-2666
 Target Alpena 2000313-224-0749
 Western Upper Peninsula Planning and Development Regional Commission906-482-7205

Minnesota

Arrowhead Regional Development Commission218-722-5545
 City of Fairmont507-238-9461
 East Central Regional Development Commission320-679-4065
 Headwaters Regional Development Commission218-444-4732
 Hennepin County Training and Employment Assistance612-348-8912
 Mid-Minnesota Development Commission320-235-8504
 Northwest Regional Development Commission218-745-6733
 Region 5 Development Commission218-894-3233
 Region Nine Development Commission507-387-5643
 Southeast Minnesota Initiative Fund507-455-3215
 Southwest Regional Development Commission507-836-8547

Upper Minnesota Valley Regional Development Commission 320-289-1981
 West Central Minnesota Initiative Fund 218-739-2239

Mississippi

Central Mississippi Planning and Development District 601-981-1511
 East Central Planning and Development District 601-683-2007
 Golden Triangle Planning and Development District 662-324-7860
 North Central Mississippi Planning and Development District 662-283-2675
 North Delta Planning and Development District 662-561-4100
 Northeast Mississippi Planning and Development District 662-728-6248
 South Delta Planning and Development District 662-378-3831
 Southern Mississippi Planning and Development District 228-868-2311
 Southwest Mississippi Planning and Development District 601-446-6044
 Three Rivers Planning and Development District 662-489-2415

Missouri

Boonslick Regional Planning Commission 636-456-3473
 Bootheel Regional Planning and Economic Development Commission 636-456-3473
 Economic Development Corporation of Kansas City 816-221-0636
 Green Hills Rural Development, Inc 816-359-5636
 Lake of the Ozarks Council of Governments 573-346-5616
 Mark Twain Regional Council of Governments 314-565-2203
 Meramac Regional Planning Commission 573-265-2993
 Mo-Kan Regional Council of Governments 816-233-3144
 South Central Ozarks Council of Governments 417-256-4226
 Southeast Missouri Regional Planning and Economic Development Commission 314-547-8357
 St. Louis Community Development Corporations 314-622-3400
 St. Louis County Economic Council 314-615-7664

Montana

Bear Paw Development Corporation of Northern Montana 406-265-9226
 Beartooth Resource Conservation and Development Area, Inc. 406-962-3914
 Butte Local Development Corporation 406-723-4349
 Great Falls Development Authority 406-454-1934
 Headwaters Resource Conservation and Development Area, Inc. 406-782-7333
 Missoula Area Development Corporation 406-728-3337
 Native American Development Corporation 406-444-2787
 State of Montana 406-259-3804

Nebraska

Nebraska Economic Development Corporation 402-475-2795
 Northeast Nebraska Economic Development District 402-379-1150

Nevada

City of Las Vegas	702-229-2330
County of White Pine	775-289-8519
Rural Nevada Development Corporation	775-289-3065

New Hampshire

City of Berlin	603-752-7532
New Hampshire Division of Economic Development	603-271-2341
North Country Council	603-444-6303
Pease Development Authority	603-589-3073

New Jersey

Burlington County Department of Economic Development	609-265-5055
Cooperative Business Assistance Corporation	856-966-8181
Jersey City Economic Development Corporation	201-333-7797
New Jersey Economic Development Authority	609-777-4898
South Jersey Economic Development District	856-765-9700

New Mexico

Carlsbad Department of Development	505-887-6562
New Mexico Industry Development Corporation	505-848-5804
North Central New Mexico Economic Development District	505-827-7313
Northwest New Mexico Council of Governments	505-722-4327

New York

Bedford Stuyvesant Restoration Corporation	718-636-6924
Brooklyn Economic Development Corporation	718-522-4600
Central New York Regional Planning and Development Board	315-422-8276
Empire State Development Corporation	212-803-3530
Erie County Industrial Development Association	716-856-6525
Genesee Finger Lakes Regional Planning Council	585-454-0190
Greater Jamaica Development Corporation	718-291-0282
Lake Champlain-Lake George Regional Planning Board and Economic Development District	518-668-5773
Long Island Development Corporation	518-433-5000
Management Development Association	718-522-5620
Mohawk Valley Economic Development District	315-866-4671
New York City Economic Development Corporation	212-619-5000
Niagara County Industrial Development Agency	716-298-8050
Regional Economic Development and Energy Corporation	607-962-3021
Seneca County Industrial Development Agency	315-539-1725

North Carolina

Albermarle Commission	252-426-5753
Kerr-Tar Regional Council of Governments	252-436-2040
Mid-East Commission	252-946-1825
Neuse River Council of Governments and Eastern Carolina Council	252-638-3185
North Carolina Department of Commerce	919-733-4151
Southwestern North Carolina Planning and Economic Development Commission	828-488-9211
UDI Community Development Corporation	919-544-4597
Upper Coastal Plain Council of Governments	252-446-0411

North Dakota

Grand Forks Growth Fund	701-746-2545
Lake Agassiz Regional Council	701-235-1197
Lewis and Clark Regional Development Corporation	701-255-4591
North Central Planning Council	701-662-8131
Red River Regional Council	701-352-3550
Roosevelt-Custer Regional Council	701-227-1241
Souris Basin Planning Council	701-839-6641
South Central Dakota Regional Council	701-252-8060
Tri-County Regional Development Council	701-774-1358

Ohio

Ashtabula County 503 Corporation	440-576-3759
Buckeye Hills-Hocking Valley Regional Development District	740-374-9436
City of Barberton	330-745-3070
City of Cleveland	216-664-3678
City of Kent	330-678-8108
City of Mansfield	419-755-9793
City of Norwalk	419-663-6710
City of Springfield	937-324-7300
City-Wide Development Corporation	937-226-0457
Community Improvement Corporation of the Steubenville, Ohio, Area	740-283-2476
County of Scioto	440-204-2020
Lorain Development Corporation	330-759-3668
Mahoning Valley Economic Development Corporation	740-439-4471
Ohio Mid-Eastern Governments Association	740-653-5419
Ohio State University Extension, The	740-947-2853
Ohio Valley Regional Development Commission	740-354-5395
Stark Development Board, Inc.	330-453-5900

Oklahoma

Central Oklahoma Economic Development District	(405) 273-6410
Miami Area Economic Development Service	(918) 542-8405
Rural Enterprises of Oklahoma, Inc.	(580) 924-5094
South Western Oklahoma Development Authority	(580) 562-4882
Tulsa's Port of Catoosa Facilities Authority	(918) 266-2291

Oregon

CCD Business Development Corporation	(541) 672-6728
Central Oregon Intergovernmental Council	(541) 548-8163
Greater Eastern Oregon Development Corporation	(541) 276-6745
Mid-Columbia Economic Development District	(541) 296-2266
Mid-Willamette Valley Council of Governments	503-58806177
Northeast Oregon Economic Development District	(541) 426-3598
Oregon Cascades West Council of Governments	(541) 924-8470
Portland Development Commission	(503) 986-0165
South Central Oregon Economic Development District	(503) 823-3263
Southern Oregon Regional Economic Development	(541) 882-9600
State of Oregon	(541) 773-8946

Pennsylvania

Allegheny County Department of Economic Development	412-350-1000
Franklin County Area Development Corporation	717-263-8282
Indiana County Center for Economic Operations	724-465-3870
Lehigh University Small Business Development Center	610-758-3980
Letterkenny Industrial Development Authority	717-267-8289
Moshannon Valley Economic Development Partnership	814-342-2260
North Central Pennsylvania Regional Planning and Development Commission	814-773-3162
Northeastern Pennsylvania Industrial Resource Center	570-819-8966
Northeastern Pennsylvania Alliance	570-655-5581
Northern Tier Regional Planning and Development Commission	570-265-9103
Northwest Pennsylvania Regional Planning and Development Commission	814-677-4800
Pennsylvania Department of Community and Economic Development	717-783-3840
Philadelphia Industrial Development Corporation	215-496-8160
Regional Development Funding Corporation	412-471-1030
SEDA Council of Governments	570-524-4491
Southern Alleghenies Planning and Development Commission	814-949-6500
Southwestern Pennsylvania Commission	412-391-5590

Puerto Rico

Caguas Department of Promotion and Economic Development	787-744-8833
Economic Development Bank for Puerto Rico	787-743-4360

Rhode Island

Cranston Economic Development	401-461-1000
Newport Department of Planning, Zoning and Development	401-846-9600
University of Rhode Island	401-874-6584

South Carolina

Berkeley-Charleston-Dorchester Council of Governments	843-529-0400
Catawba Regional Planning Council	803-327-9041
City of Charleston	843-724-3704
City of Columbia	803-545-3373
City of Lake City	843-394-5421
Lowcountry Council of Governments	843-726-5536
Lower Savannah Council of Governments	803-649-7981
Pee Dee Regional Council of Governments	843-669-3138
Santee-Lynches Regional Council of Governments	803-775-7381
South Carolina Jobs-Economic Development Authority	803-461-3801
Upper Savannah Council of Governments	864-941-8050
Waccamaw Regional Planning and Development Commission	843-546-8502

South Dakota

Black Hills Community Development	605-347-5837
First District Association of Local Governments	605-882-5115
Lower Brule Sioux Tribe	605-473-5566
Northeast Council of Government Development Corporation	605-626-2595
Planning and Development District III	605-665-4408

Tennessee

County of Roane	865-584-8553
East Tennessee Development District	423-928-0224
First Tennessee Development District	615-862-8828
Greater Nashville Regional Council	901-729-2871
Memphis Area Association of Governments	865-376-5578
South Central Tennessee Development District	931-381-2040
Southeast Tennessee Development District	423-266-5781
Southwest Tennessee Development District	731-668-7112
Upper Cumberland Development District	931-432-4111

Texas

Brazos Valley Council of Governments	.979-595-2800
CEN-TEX Certified Development Corporation	.512-469-6852
City of Beaumont Finance and Cash Management Department	.409-880-3772
City of Fort Worth	.817-871-6192
City of San Antonio Economic Development Department	.210-207-8093
Concho Valley Economic Development District, Inc.	.915-944-9666
EL Paso Department of Economic Development	.915-533-4284
Northeast Texas Economic Development District	.903-832-8636
South Plains Economic Development District	.806-762-8721
Tyler Economic Development Council	.903-593-2004

Utah

City of Orem	.801-226-1521
Five County Association of Governments	.801-673-3548
Six County Economic Development District	.801-896-9222
Southeastern Utah Economic Development District	.801-637-5444
Uintah Basin Economic Development District	.435-722-4518
UTFC Community Development Corporation	.801-741-4200

Vermont

CT River Development Corporation	.802-674-9202
Economic Development Council of Northern Vermont	.802-524-4546
Economic Development Council Fund Southwest Vermont	.802-773-6251

Virgin Islands

Virgin Islands Economic Development Authority	.340-714-1700
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Virginia

Crater Planning District Commission	.804-861-1666
Cumberland Plateau Planning District Commission	.276-889-1778
LENOWISCO Planning District Commission	.276-431-2206
Lynchburg Business Development Center	.434-582-6100
New River Valley Planning District Commission	.540-639-9313
Newport News Planning and Development Department	.757-926-8428
Norfolk Redevelopment and Housing Authority	.757-623-1111
Piedmont Planning District Commission	.434-392-6104
Southside Planning District Commission	.434-447-7101
Southwest Virginia Community Development Fund	.540-344-6244
Virginia Small Business Financing Authority	.804-371-8256
West Piedmont Planning District Commission	.276-638-8137

Washington

Affiliated Tribes of NW Indians Economic Development Corporation	425-778-7999
Bellingham-Whatcom Economic Development Council	360-676-4255
Benton-Franklin Council of Governments	509-943-9185
City of Tacoma	360-577-3041
Cowlitz-Wahkiakum Council of Governments	360-740-6960
Lending Network, The	509-663-5711
Quest, Inc.	509-453-5133
Rural Community Development Resources	360-416-7875
Skagit Council of Governments	509-358-2021
Spokane Intercollegiate Research and Technology Institute Foundation	253-591-5213
State of Washington	509-684-4571
Tri-County Economic Development Distirct	360-725-4041

West Virginia

Marshall University Economic Development University Center	304-696-6270
Mid-Ohio Valley Regional Council	304-422-4993
Ohio Valley Industrial Business Development Corporation	304-232-7722
Region I Planning and Development Council	304-431-7225
Region II Planning and Development Council	304-529-3357
Region III Planning and Development Council	304-744-4258
Region IV Planning and Development Council	304-872-4970
Region IX Planning and Development Council	304-263-1743
Region VI Planning and Development Council	304-366-5693
Region VII Planning and Development Council	04-472-656
Region VIII Planning and Development Council	304-257-2448
Taylor County Development Authority	304-265-1401
West Virginia Development Office	304-558-2234

Wisconsin

City of Eau Claire	715-839-4914
Clark County Economic Development Commission	715-267-3205
Door County Economic Development Corporation	920-743-3113
Impact Seven Inc.	715-357-3334
Kenosha Area Business Alliance	262-605-1100
Milwaukee Economic Development Commission	414-286-5812
Mississippi River Regional Planning Commission	608-785-9396
Northwest Regional Planning Commission	715-635-2197
Oconto County Economic Development Corporation	920-834-6969
Racine County Economic Development Corporation	262-638-0234
Southwestern Wisconsin Regional Planning Commission	608-342-1214
West Central Wisconsin Regional Planning Commission	15- 836-2918
Wisconsin Business Innovation Corporation	715-635-2197

Wyoming

Lincoln-Uintah Association of Government	307-877-3984
Yellowstone Development District	307-864-2221

EDA University Centers

The EDA University Center Program assists colleges and universities in using their own and other resources to address the economic development problems and opportunities of their service areas. Activities funded under the program focus on providing technical assistance to clients outside the sponsoring institution.

As previously noted, in Fiscal Year 2004, EDA implemented a competition for investments awarded to University Centers. The first round of competition was held in EDA's regional offices in Austin and Denver. In Fiscal Year 2005, EDA will implement a competition for University Center funding in its regional offices in Chicago and Philadelphia. In Fiscal Year 2006, the competition will be implemented in EDA's regional offices in Atlanta and Seattle. Therefore, only the current sixty-two recipients of EDA University Centers investments are provided below.

University	Phone
Alabama	
Auburn University	344-844-4659
University of Alabama	205-348-7058
Alaska	
University of Alaska	907-786-5444
Arizona	
University of Arizona	520-621-7899
Arkansas	
Arkansas State University	870-972-3030
University of Arkansas at Little Rock	501-569-8542
California	
California State University	530-898-4598
Fresno City College	888-638-7888
University of Southern California	213-740-1487
Florida	
University of Florida	352-392-8929
Georgia	
Clark Atlanta University	404-880-6089
Georgia Institute of Technology	912-634-4860

Hawaii

University of Hawaii at Manoa808-956-6286

Idaho

Boise State University202-426-3689

Illinois

University of Illinois at Chicago312-996-8378

Western Illinois University309-298-1031

Iowa

Iowa State University515-294-3420

Kansas

Kansas State University785-532-6329

Kentucky

Eastern Kentucky University859-622-2334

Western Kentucky University270-745-1900

Louisiana

Louisiana Technology University318-257-3701

University of New Orleans504-280-6663

Maine

University of Southern Maine207-780-4185

Maryland

Morgan State University443-885-4312

University of Maryland Eastern Shore410-651-6183

Massachusetts

University of Massachusetts413-577-2345

Michigan

Michigan State University517-353-9555

University of Michigan734-998-6214

Mississippi

Mississippi State University662-325-3817

Mississippi Valley State University662-254-3462

University of Southern Mississippi601-226-6067

Missouri

The Curators of the University of Missouri573-882-4002

Montana

Montana State University406-994-3812

Nevada

University of Nevada, Reno775-784-1681

New Hampshire

University of New Hampshire603-227-0417

New Jersey

Rutgers University Newark973-353-5890

New Mexico

Institute of American Indian Arts505-424-2302

Northern New Mexico Community College505-747-2140

New York

Cornell University604-255-2170

Plattsburgh State University518-564-2214

North Carolina

Western Carolina University828-227-3859

North Dakota

United Tribe Technical College701-255-3285

University of North Dakota701-777-3132

Ohio

Bowling Green State University419-372-8710

Cleveland State University216-687-3988

Oklahoma

Oklahoma State University405-744-2325

Southwestern Oklahoma State University580-774-3750

Oregon

Eastern Oregon University541-962-3103

Pennsylvania

Pennsylvania State University814-865-0427

Puerto Rico

University of Puerto Rico, Mayaguez Campus787-834-2566

South Carolina

Benedict College803-231-2195

Tennessee

The University of Memphis901-678-2056

Texas

University of Texas at El Paso915-747-7746

University of Texas-Pan American956-381-3361

University of Texas at San Antonio210-458-2020

Virginia

Hampton University757-727-5572

Virginia Polytechnic Institute540-231-9946

Washington

Washington State University509-335-5051

West Virginia

Marshall University304-696-6246

West Virginia University Institute of Technology304-442-3049

Wisconsin

University of Wisconsin414-229-6155

University of Wisconsin-Stout715-232-5023

Trade Adjustment Assistance Centers

Investments to operate Trade Adjustment Assistance Centers (TAACs) may be awarded to institutions of higher education, nonprofit organizations, or other appropriate entities. Seven institutions of higher education, three single-purpose nonprofit organizations, one employers' association, and one state agency received funding in Fiscal Year 2003 to sponsor a TAAC.

Great Lakes Trade Adjustment Assistance Center

University of Michigan School of Business
Carver Building, 3rd Floor
506 East Liberty Street
Ann Arbor, Michigan 48104
Telephone: 734-998-6213
Serves Indiana, Michigan, and Ohio

Mid-American Trade Adjustment Assistance Center

University of Missouri at Kansas City
664 SE Bayberry Lane, Suite 101
Lee's Summit, Missouri 64063
Telephone: 816-246-1555
Serves Arkansas, Kansas, and Missouri

MidAtlantic Trade Adjustment Assistance Center

MidAtlantic Employers' Association
505 Township Line Road
Blue Bell, Pennsylvania 19422
Telephone: 610-825-7819
Serves Delaware, District of Columbia, Maryland, New Jersey, Pennsylvania, Virginia, and West Virginia

Midwest Trade Adjustment Assistance Center

Applied Strategies International, Inc.
150 North Wacker Drive, Suite 2240
Chicago, Illinois 60606
Telephone: 312-368-4600
Serves Illinois, Iowa, Minnesota, and Wisconsin

New England Trade Adjustment Assistance Center

New England Trade Adjustment Assistance Center, Inc.
600 Suffolk Street, 6th Floor North
Lowell, Massachusetts 01854
Telephone: 978-446-9870
Serves Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont

New York State Trade Adjustment Assistance Center

Binghamton University
117 Hawley Street, Suite 102
Binghamton, New York 13901
Telephone: 607-771-0875
Serves New York

Northwest Trade Adjustment Assistance Center

Trade Task Group
1200 Westlake Avenue, North, Suite 802
Seattle, Washington 98109

Telephone: 206-622-2730

Serves Alaska, Idaho, Montana, Oregon, and Washington

Southwest Trade Adjustment Assistance Center

University of Texas at San Antonio
501 West Durango
San Antonio, Texas 78207

Telephone: 210-458-2490

Serves Louisiana, Oklahoma, and Texas

Rocky Mountain Trade Adjustment Assistance Center

University of Colorado
5353 Manhattan Circle, Suite 200
Boulder, Colorado 80303

Telephone: 303-499-8222

Serves Colorado, Nebraska, New Mexico, North Dakota, South Dakota, Utah, and Wyoming

Western Trade Adjustment Assistance

University of Southern California
3716 South Hope Street, Suite 200
Los Angeles, California 90007

Telephone: 213-743-2732

Serves Arizona, California, Hawaii, and Nevada

Southeastern Trade Adjustment Assistance Center

Georgia Tech Research Corporation
760 Spring Street, NW
Atlanta, Georgia 30308

Telephone: 404-894-3858

Serves Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, and Tennessee

V. State-by-State Investment Information



Fiscal Year End September 30, 2003

Summary of EDA Approved Investments by State by Program (\$000)

State	Public Works		Technical Assistance		Planning Grants		Economic Adjustment		Disaster Assistance		Research Grants		State Totals	
	#	Amt	#	Amt	#	Amt	#	Amt	#	Amt	#	Amt	#	Amt
Alabama	5	5,960	5	291	10	509	3	1,068	0	0	0	0	23	7,828
Alaska	1	1,653	1	110	7	418	9	7,626	6	4,641	0	0	24	14,448
Arizona	1	2,576	2	173	9	533	2	310	0	0	0	0	14	3,593
Arkansas	4	5,354	1	100	0	0	2	623	0	0	0	0	7	6,077
California	11	20,470	4	400	9	810	16	11,389	0	0	0	0	40	33,068
Colorado	2	5,585	1	80	5	243	0	0	0	0	0	0	8	5,908
Connecticut	1	1,600	0	0	2	109	3	2,584	0	0	0	0	6	4,293
District of Columbia	0	0	3	687	0	0	1	600	0	0	1	12	5	1,299
Florida	7	7,457	2	232	13	605	3	4,465	0	0	0	0	25	12,758
Georgia	5	5,300	4	266	17	1,069	0	0	0	0	0	0	26	6,634
Hawaii	2	3,750	1	215	1	76	1	100	0	0	0	0	5	4,141
Idaho	1	2,933	2	150	8	414	3	557	0	0	0	0	14	4,054
Illinois	5	6,354	6	1,360	10	536	2	994	0	0	0	0	23	9,243
Indiana	2	3,147	1	93	12	829	0	0	0	0	0	0	15	4,069
Iowa	3	3,503	2	125	11	565	0	0	0	0	0	0	16	4,193
Kansas	1	409	1	90	5	258	0	0	0	0	0	0	7	757
Kentucky	5	4,888	3	208	2	888	5	5,538	0	0	0	0	15	11,522
Louisiana	4	3,070	2	237	1	51	2	337	0	0	0	0	9	3,695
Maine	3	1,734	3	202	7	370	0	0	0	0	0	0	13	2,306
Maryland	0	0	4	241	4	356	1	50	0	0	0	0	9	647
Massachusetts	3	2,258	2	303	6	349	1	15	0	0	0	0	12	2,925
Michigan	3	4,304	2	186	12	662	0	0	0	0	0	0	17	5,151
Minnesota	6	7,586	3	130	12	745	2	2,730	0	0	0	0	23	11,192
Mississippi	3	2,450	3	270	10	534	1	35	0	0	0	0	17	3,289
Missouri	2	2,405	2	99	12	715	2	79	1	66	0	0	19	3,364
Montana	3	2,284	2	103	13	581	1	1,272	0	0	0	0	19	4,240
Multi Jurisdictional	0	0	12	8,348	0	0	0	0	0	0	1	209	13	8,556
Nebraska	2	2,166	1	75	5	244	1	1,413	0	0	0	0	9	3,898
Nevada	1	2,000	2	145	1	77	0	0	0	0	0	0	4	2,222
New Hampshire	2	1,858	2	125	1	52	1	100	0	0	0	0	6	2,135
New Jersey	4	5,760	3	718	2	94	2	3,225	1	454	0	0	12	10,251
New Mexico	5	6,160	3	400	8	546	2	337	0	0	0	0	18	7,443
New York	3	5,054	3	194	11	560	3	1,235	0	0	0	0	20	7,043
North Carolina	6	5,658	2	125	10	512	2	410	0	0	1	127	21	6,832
North Dakota	0	0	4	250	12	567	0	0	0	0	0	0	16	817
Ohio	6	7,140	2	168	5	269	1	120	0	0	1	110	15	7,806
Oklahoma	4	5,700	1	100	3	111	0	0	1	100	0	0	9	6,011
Oregon	1	2,000	2	114	11	568	7	468	0	0	0	0	21	3,151
Pennsylvania	9	11,209	1	103	8	438	8	3,315	0	0	0	0	26	15,065
Puerto Rico	1	2,235	1	116	1	52	0	0	0	0	0	0	3	2,403
Rhode Island	0	0	0	0	1	125	0	0	0	0	0	0	1	125
South Carolina	3	4,100	1	95	11	563	2	1,200	0	0	0	0	17	5,958
South Dakota	1	780	2	100	11	520	1	251	0	0	0	0	15	1,651
Tennessee	5	5,435	1	100	10	522	5	1,382	1	346	0	0	22	7,785
Texas	7	8,800	4	352	20	2,679	5	2,769	0	0	0	0	36	14,600
Utah	1	2,050	2	98	7	396	0	0	0	0	0	0	10	2,544
Vermont	1	830	0	0	1	52	0	0	0	0	0	0	2	882
Virgin Islands	0	0	0	0	1	42	0	0	0	0	0	0	1	42
Virginia	2	4,500	3	232	12	597	1	1,655	0	0	0	0	18	6,984
Washington	2	6,320	3	1,109	21	1,017	5	799	0	0	0	0	31	9,245
West Virginia	6	6,791	2	200	11	546	2	210	0	0	0	0	21	7,747
Wisconsin	3	5,109	2	186	8	480	1	908	0	0	0	0	14	6,683
Wyoming	1	150	1	42	2	93	0	0	0	0	0	0	4	285
Totals:	159	208,836	122	19,846	392	23,947	109	60,168	10	5,607	4	457	796	318,860

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ALABAMA				
048305287	South Alabama RPC	Mobile	Econ Dev District Planning	52
048305270	N Central AL CoG	Decatur	Econ Dev District Planning	52
048305242	Birmingham RPC	Birmingham	Econ Dev District Planning	52
04830485102	South Central AL Dev Com	Montgomery	Econ Dev District Planning	52
04830507901	AL Tombigbee Reg Comm	Camden	Econ Dev District Planning	60
04830507801	Southeast AL RPDC	Dothan	Econ Dev District Planning	52
048305276	East AL Plg & Dev Comm	Anniston	Econ Dev District Planning	52
048305271	Top of AL Reg CoG	Huntsville	Econ Dev District Planning	52
04830491802	West Alabama EDD	Northport	Econ Dev District Planning	52
048605335	Northwest Alabama CoG	Muscle Shoals	Substate Planning	34
04010511101	Utilities Bd/Union Sprng	Union Springs	Public Works	267
040105239	Elba Wtr Wrks & Elec Brd	Elba	Public Works	887
040105256	Shorter, Town of	Shorter	Public Works	1,230
040105300	Water Works/Sewer Bd	Montgomery	Public Works	2,000
040105332	Greenville	Greenville	Public Works	1,577
047905204	Southeast AL RPDC	Multi City	Econ Adjust Implementation	35
047905328	Alexander City	Alexander City	Econ Adjust Implementation	683
046905312	University of AL CED	Multi City	Econ Adjust Strategy	350
040605209	Titusville Dev Corp Inc.	Birmingham	Technical Assistance	16
040605289	Tuscumbia City of	Tuscumbia	Technical Assistance	25
040605321	West Alabama	Multi City	Technical Assistance	50
04660507301	University of AL CED	Tuscaloosa	University Center Assistance	100
046605254	Auburn University	Auburn	University Center Assistance	100
ALASKA				
078305401	Kenai Peninsula Bor EDD	Kenai	Econ Dev District Planning	59
078305448	SW Alaska Municipal Conf	Anchorage	Econ Dev District Planning	59
078405460	Kawerak Inc.	Nome	Indian District Planning	64
078405400	Bristol Bay Native Assn	Dillingham	Indian District Planning	59
078405337	Tlingit-Haida Tribes	Juneau	Indian District Planning	59
078405325	Tanana Chiefs Conference	Fairbanks	Indian District Planning	59
078405457	Assn of Vil Cncl Presdnt	Bethel	Indian District Planning	59
070105240	Matanuska-Susitna Boroug	Palmer	Public Works	1,653
074905453	ARC	Anchorage	Defense Conversion	550
077956071	St. Mary's	St. Mary's	Econ Adjust Implementation	1,400
077905381	Dillingham, City of	Dillingham	Econ Adjust Implementation	3,000
077905414	Lake & Peninsula Boro	Lake and Peninsula	Econ Adjust Implementation	150
077905433	Aleutians East Borough	Sand Point	Econ Adjust Implementation	1,000
07795605501	Chalkyitsik	Chalkyitsik	Econ Adjust Implementation	195
077905436	Wrangell	Wrangell	Econ Adjust Implementation	1,850
077954012	Nome	Nome	Econ Adjust Implementation	1,573
077905439	Cordova, City of	Cordova	Econ Adjust Implementation	35
077905440	Annette Island	Metlakatla	Econ Adjust Implementation	701
077905442	PIA	Petersburg	Econ Adjust Implementation	39
077954013	Shishmaref Village Cncl	Shishmaref	Econ Adjust Implementation	525
07795606301	Tanana Chiefs Conference	Circle	Econ Adjust Implementation	849

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ALASKA				
077954014	Elim	Elim	Econ Adjust Implementation	100
076905331	Ketchikan, City of	Ketchikan	Econ Adjust Strategy	300
076605379	Alaska, Univ of	Anchorage	University Center Assistance	110
ARIZONA				
078305345	Central AZ Assoc of Govt	Superior	Econ Dev District Planning	57
078305406	Southeast Arizona EDD	Bisbee	Econ Dev District Planning	60
078305404	Northern Arizona CoG	Flagstaff	Econ Dev District Planning	57
078405450	Hopi Tribe	Kykotsmovi Village	Indian District Planning	61
078405367	San Carlos Apache Tribe	San Carlos	Indian District Planning	40
078405377	Quechan Indian Tribe	Yuma	Indian District Planning	35
078805320	AZ DoC	Phoenix	State Planning	100
078605390	Western Arizona	Yuma	Substate Planning	55
078705449	City of South Tucson	Pima	Urban Planning	68
070105426	Northern Arizona Univ	Flagstaff	Public Works	2,576
077905438	Northern Arizona Univ	Flagstaff	Econ Adjust Implementation	140
077905454	Hopi Tribe	Kykotsmovi Village	Econ Adjust Implementation	170
070605389	CAAG	Superior	Technical Assistance	63
076605441	Arizona, University of	Tucson	University Center Assistance	110
ARKANSAS				
080103768	Little Rock City of	Little Rock	Public Works	1,500
080103782	Union County WCB	El Dorado	Public Works	1,500
080103852	Osceola City of	Osceola	Public Works	1,591
080103802	Plainview City of	Plainview	Public Works	763
087903786	Mena City of	Mena	Econ Adjust Implementation	420
086903780	U of AR at Monticello	Monticello	Econ Adjust Strategy	203
086603826	Arkansas State Univ	Jonesboro	University Center Assistance	100
CALIFORNIA				
078505455	Imperial, County of	El Centro	Area Planning	60
078305330	Superior CA Econ Dev Dis	Redding	Econ Dev District Planning	60
078305402	Tri-County Econ Dev Corp	Chico	Econ Dev District Planning	67
078305373	Sierra EDD	Auburn	Econ Dev District Planning	76
078305385	Central Sierra EDD	Sonora	Econ Dev District Planning	56
078405329	CA Indian Assistance Prg	Sacramento	Indian District Planning	100
078605456	Yuba Sutter Econ Dev Cor	Yuba City	Substate Planning	50
078705462	Inglewood	Inglewood	Urban Planning	175
078705459	Long Beach, City of	Long Beach	Urban Planning	166
070105235	Riverside County	Perris	Public Works	3,125
070105187	Contra Cost Econ. Part.	Richmond	Public Works	2,142
070105218	Carson, City of	Carson	Public Works	1,210
070105317	Cathedral City	Cathedral City	Public Works	1,434
070105251	Lemoore, City of	Lemoore	Public Works	2,080
070105239	TCU	Cabazon	Public Works	2,000
070105258	Fort Ord Reuse Authority	Marina	Public Works	3,920
070105290	City of Eureka	Eureka	Public Works	500
070105262	CVBI	Clovis	Public Works	1,886

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CALIFORNIA				
070105314	West Angeles CDC	Los Angeles	Public Works	1,225
070105421	Economic Resources Corp	Lynwood	Public Works	948
074905428	Adelanto	Adelanto	Defense Conversion	1,041
074905386	Victorville, City of	Victorville	Defense Conversion	2,019
074905422	SanBern Intern'l Airport	San Bernardino	Defense Conversion	2,423
074905397	EBCRC	Alameda	Defense Conversion	1,000
074905430	SF Redevelopment Agency	San Francisco	Defense Conversion	1,330
077905368	Dinuba, City of	Dinuba	Econ Adjust Implementation	150
077905357	Fort Ord Reuse Authority	Marina	Econ Adjust Implementation	200
077905333	Humboldt County	Eureka	Econ Adjust Implementation	41
077905378	ACET	Alameda	Econ Adjust Implementation	182
077905424	EBCRC	Alameda	Econ Adjust Implementation	700
077905451	Redwood Valley Indians	Ukiah	Econ Adjust Implementation	60
077905431	Mt. Shasta	Mount Shasta	Econ Adjust Implementation	1,193
077905434	Round Valley Tribes	Covelo	Econ Adjust Implementation	80
077905408	City of Santa Cruz	Santa Cruz	Econ Adjust Implementation	280
077905435	Operation Hope	Los Angeles	Econ Adjust Implementation	600
076905416	South LA Econ. Alliance	Los Angeles	Econ Adjust Strategy	90
070605335	Ventura County	San Buenaventura	Technical Assistance	70
076605418	State Ctr Cmty Coll Dist	Fresno	University Center Assistance	110
076605356	CA State Univ Chico	Chico	University Center Assistance	110
076605376	University Southern Cal	Los Angeles	University Center Assistance	110
COLORADO				
058303907	Region 10 League EAP	Montrose	Econ Dev District Planning	51
058303890	Region 9 EDD of SW CO	Durango	Econ Dev District Planning	51
058303822	San Luis Valley DRG	Alamosa	Econ Dev District Planning	52
058303843	Southern Colorado EDD	Pueblo	Econ Dev District Planning	53
058403926	Ute Mountain Ute Tribe	Towaoc	Indian District Planning	36
050103880	Buena Vista Town of	Buena Vista	Public Works	485
050103867	Aurora City of	Aurora	Public Works	5,100
056603882	University of Colorado	Boulder	University Center Assistance	80
CONNECTICUT				
018607830	seCTer	New London	Substate Planning	84
018707832	Litchfield Hills Council	Goshen	Urban Planning	25
010107620	Hartford City of	Hartford	Public Works	1,600
014907935	CT Urban Legal Initiat	Multi City	Defense Conversion	1,940
017907930	New Haven City of	New Haven	Econ Adjust Implementation	44
017907954	Conn Econ Resource Ctr	Multi City	Econ Adjust Implementation	600
DISTRICT OF COLUMBIA				
990713826	NOAA-SBIR	Washington	Research	12
017907958	Operation Hope	Multi City	Econ Adjust Implementation	600
080603847	NADORF	Washington	Technical Assistance	50
990607492	International ED Council	Washington	Technical Assistance	452
99060748301	NGA	Washington	Technical Assistance	185

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FLORIDA				
04830505901	Withlacoochee RPC	Multi City	Econ Dev District Planning	52
048305281	Central FL Reg Plng	Multi City	Econ Dev District Planning	52
048305283	West FL Reg Plng Council	Multi City	Econ Dev District Planning	55
048305284	South Florida RPC	Multi City	Econ Dev District Planning	60
04830505801	Treasure Coast RPC	Multi City	Econ Dev District Planning	52
048305235	N Central FL Reg PL Cncl	Multi City	Econ Dev District Planning	52
048305238	Apalachee Reg Plng Cncl	Multi City	Econ Dev District Planning	52
04830505701	Southwest FL Reg PL Cncl	Multi City	Econ Dev District Planning	52
048605262	Monticello	Monticello	Substate Planning	20
048605221	Flagler County	Bunnell	Substate Planning	50
048605263	Bonifay	Bonifay	Substate Planning	18
048705218	Ocala EDC	Multi City	Urban Planning	30
048705315	Enterprise Dev Corp	Boca Raton	Urban Planning	60
040105171	Defuniak Springs	De Funiak Springs	Public Works	550
040105172	Haines City	Haines City	Public Works	800
040105202	Escambia County	Pensacola	Public Works	850
040105299	Holt Water Works	Holt	Public Works	839
040105306	Osceola County	Kissimmee	Public Works	1,100
040105307	Goodwill Industries FL	Miami	Public Works	2,500
04010503601	Okaloosa County	Fort Walton Beach	Public Works	818
044905313	Jacksonville, City of	Jacksonville	Defense Conversion	2,375
044905325	JAA	Jacksonville	Defense Conversion	2,000
046905175	Palatka City of	Palatka	Econ Adjust Strategy	90
040605334	Tampa Bay Reg Plng Cncl	Multi City	Technical Assistance	135
046605247	University of Fla OTC	Gainesville	University Center Assistance	97
GEORGIA				
048305285	Coastal GA RDC	Multi City	Econ Dev District Planning	52
04830506001	Central Savannah Rvr RDC	Multi City	Econ Dev District Planning	52
048305196	Southeast GA RDC	Multi City	Econ Dev District Planning	52
04830499501	Lower Chattahoochee RDC	Multi City	Econ Dev District Planning	52
048305191	Middle Flint RDC	Multi City	Econ Dev District Planning	52
048305195	South Georgia RDC	Multi City	Econ Dev District Planning	52
048305177	Southwest GA RDC	Multi City	Econ Dev District Planning	52
048305229	Coosa Valley RDC	Multi City	Econ Dev District Planning	52
048305231	GA Mountains RDC	Multi City	Econ Dev District Planning	52
04830506301	Heart of Ga-Altamaha RDC	Multi City	Econ Dev District Planning	52
048305227	McIntosh Trail RDC	Multi City	Econ Dev District Planning	52
048305236	Northeast GA RDC	Multi City	Econ Dev District Planning	60
04830506601	North GA RDC	Multi City	Econ Dev District Planning	52
048305232	Middle GA RDC	Multi City	Econ Dev District Planning	63
048305279	Chattahoochee-Flint RDC	Multi City	Econ Dev District Planning	52
048605308	South Georgia RDC	Valdosta	Substate Planning	45
048605323	Coastal GA RDC	Brunswick	Substate Planning	225
040105166	Hiwassee City of	Hiwassee	Public Works	1,000
040105168	Joint Development Author	Fitzgerald	Public Works	1,300

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GEORGIA				
040105203	Jefferson Co. Dev. Auth.	Wrens	Public Works	1,000
040105205	Chatsworth	Chatsworth	Public Works	500
040105314	Jackson Co Wtr & Swr Aut	Jefferson	Public Works	1,500
040605260	Center Blck Philanthropy	Atlanta	Technical Assistance	25
040605257	Coastal GA RDC	Brunswick	Technical Assistance	50
04660487902	Georgia Inst of Tech	Atlanta	University Center Assistance	100
046605252	Clark Atlanta University	Atlanta	University Center Assistance	91
HAWAII				
078505399	Pacific Basin Dev Cncl	Honolulu	Area Planning	76
070105336	Maui ED Board	Kihei	Public Works	2,000
070105375	Waianae Coast Health Cen	Waianae	Public Works	1,750
076905370	Hawaii	Honolulu	Econ Adjust Strategy	100
076605369	Hawaii, University of	Honolulu	University Center Assistance	215
IDAHO				
078305344	Sage Community Resources	Boise	Econ Dev District Planning	67
078305338	Clearwater Econ Dev Assn	Lewiston	Econ Dev District Planning	53
078305343	East-Central P&D Assn.	Rexburg	Econ Dev District Planning	60
078305342	Region IV Dev Assn Inc	Twin Falls	Econ Dev District Planning	53
078305339	Southeast Idaho CoG	Pocatello	Econ Dev District Planning	56
078305374	Panhandle Area Council	Hayden	Econ Dev District Planning	60
078405437	Nez Perce Tribe of Idaho	Lapwai	Indian District Planning	34
078405334	Coeur D'Alene Tribe	Plummer	Indian District Planning	31
070105321	Shoshone County	Kellogg	Public Works	2,933
077905312	Boise State University	Caldwell	Econ Adjust Implementation	472
077905311	Pocatello	Pocatello	Econ Adjust Implementation	50
076905445	Middleton	Middleton	Econ Adjust Strategy	35
070605271	McCall, City of	Boise	Technical Assistance	40
076605429	Boise State University	Boise	University Center Assistance	110
ILLINOIS				
068304768	Southern Five RPDDC	Multi City	Econ Dev District Planning	56
068304830	BI State Regional Comm	Rock Island	Econ Dev District Planning	51
068304812	Southwestern IL Metr RPC	Multi City	Econ Dev District Planning	53
068304805	South Central IL RPDC	Multi City	Econ Dev District Planning	56
068304814	Greater Wabash RPC	Multi City	Econ Dev District Planning	52
068304836	Two Rivers Reg Cncl PO	Multi City	Econ Dev District Planning	54
068304833	Southeastern IL RPDC	Multi City	Econ Dev District Planning	55
068304821	Blackhawk Hills RC&D	Rock Falls	Econ Dev District Planning	51
068304834	Greater Egypt RPDC	Multi City	Econ Dev District Planning	56
068704793	Rockford City of	Rockford	Urban Planning	50
060104759	North Chicago City of	North Chicago	Public Works	1,095
060104845	Ottawa City of	Ottawa	Public Works	900
060104825	Alorton Village of	Alorton	Public Works	1,927
060104808	Rochelle City of	Rochelle	Public Works	2,207
060104855	Tri-City Reg Port Dist	Granite City	Public Works	225
064904860	Tri-City Reg Port Dist	Granite City	Defense Conversion	950

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ILLINOIS				
066904760	Harvard City of	Harvard	Econ Adjust Strategy	44
060604806	Pembroke Township	Hopkins Park	Technical Assistance	28
060604791	Southeastern IL RPDC	Multi City	Technical Assistance	50
060604856	Battelle Memorial Inst.	Chicago	Technical Assistance	139
066604864	University of Illinois	Multi City	University Center Assistance	93
066604837	Western Illinois Univ	Multi City	University Center Assistance	93
992607601	Applied Strategies Intl	Chicago	Trade Adjustment Assistance	957
INDIANA				
068304822	Region 3A Dev RPC	Multi City	Econ Dev District Planning	52
068304811	West Central Indiana EDD	Multi City	Econ Dev District Planning	52
068304764	River Hills RPC	Multi City	Econ Dev District Planning	52
068304766	Kankakee-Iroquois RPC	Multi City	Econ Dev District Planning	56
068304802	Southeastern IN RPC	Versailles	Econ Dev District Planning	52
068304838	Southern IN Dev Comm	Multi City	Econ Dev District Planning	51
068304849	Indiana 15 RPC	Multi City	Econ Dev District Planning	52
068604782	Workforce Dev Strategies	Multi City	Substate Planning	17
068604853	IN Bus Modern&Tech Corp	Multi City	Substate Planning	305
068604799	Univ Southern Indiana Fd	Multi City	Substate Planning	50
068604787	Eastern Indiana Dev Dist	Multi City	Substate Planning	50
068604863	West Central Indiana EDD	Multi City	Substate Planning	39
060104801	Anderson Redev Comm	Anderson	Public Works	1,603
060104827	Salem City of	Salem	Public Works	1,544
066604861	Indiana University	Bloomington	University Center Assistance	93
IOWA				
058303842	Siouxland Interstate MPC	Sioux City	Econ Dev District Planning	52
058303895	Area XV Reg Plng Comm	Ottumwa	Econ Dev District Planning	51
058303894	Iowa Northland Reg EDC	Waterloo	Econ Dev District Planning	51
058303891	Upper Explorerland RPC	Postville	Econ Dev District Planning	51
058303921	North Iowa Area COG	Mason City	Econ Dev District Planning	51
058303904	Region XII COG	Carroll	Econ Dev District Planning	51
058303856	Southern Iowa COG	Creston	Econ Dev District Planning	53
058303824	East Central Ingotv Assn	Dubuque	Econ Dev District Planning	52
058303862	NW Iowa PDC	Spencer	Econ Dev District Planning	51
058303852	Mid Iowa Dev Assn COG	Fort Dodge	Econ Dev District Planning	51
058303864	Southeast Iowa RPC	Burlington	Econ Dev District Planning	51
050103816	Dubuque City of	Dubuque	Public Works	2,000
050103851	Clinton City of	Clinton	Public Works	722
050103909	Monroe County	Albia	Public Works	782
050603853	Siouxland Interstate MPC	Sioux City	Technical Assistance	40
056603874	Iowa State University	Ames	University Center Assistance	85
KANSAS				
058303860	North Central RPC	Beloit	Econ Dev District Planning	51
058303834	South Central Kansas EDD	Wichita	Econ Dev District Planning	53
058303896	Great Plains Dev Inc	Dodge City	Econ Dev District Planning	51
058303920	Southeast Kansas RPC	Chanute	Econ Dev District Planning	51

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KANSAS				
058303847	Northwest Kansas P&DC	Hill City	Econ Dev District Planning	52
050103831	Atchison City of	Atchison	Public Works	409
056603872	Univ of Kansas - KCRI	Lawrence	University Center Assistance	90
KENTUCKY				
048305301	KY Dept of Local Govt	Frankfort	Econ Dev District Planning	728
048805320	KY Council of ADD's	Frankfort	State Planning	160
040105212	Murray State University	Murray	Public Works	1,000
040105213	WKU	Bowling Green	Public Works	851
040105223	Eddyville, City of	Eddyville	Public Works	277
040105251	Owenton, City of	Owenton	Public Works	1,260
040105311	Carrollton, City of	Carrollton	Public Works	1,500
047905224	Cave Run Wtr Comm, Inc.	Owingsville	Econ Adjust Implementation	1,500
047905326	Beattyville, City of	Beattyville	Econ Adjust Implementation	1,000
047905327	Morehead, City of	Morehead	Econ Adjust Implementation	1,500
046905296	S&E KY Tourism Assoc	Multi City	Econ Adjust Strategy	38
046905317	Cumberland Valley ADD	London	Econ Adjust Strategy	1,500
040605290	Hopkins Cnt Fiscal Crt	Madisonville	Technical Assistance	18
046605291	Western Kentucky Univ	Bowling Green	University Center Assistance	90
046605294	Eastern Kentucky Univ	Richmond	University Center Assistance	100
LOUISIANA				
088303807	Evangeline EDD	Lafayette	Econ Dev District Planning	51
080203760	Lafayette AP Comm	Lafayette	Public Works	1,000
080103771	Alexandria City of	Alexandria	Public Works	900
080103836	U of NO Foundation	New Orleans	Public Works	500
080103838	Hammond City of	Hammond	Public Works	670
087903777	Louisiana State of	Baton Rouge	Econ Adjust Implementation	210
087903854	Greater BR Econ Partner	Baton Rouge	Econ Adjust Implementation	127
086603797	Univ of New Orleans	New Orleans	University Center Assistance	100
086603799	Xavier University of LA	New Orleans	University Center Assistance	137
MAINE				
018307907	Southern Maine EDD	Portland	Econ Dev District Planning	52
018307843	Kennebec Valley COG	Fairfield	Econ Dev District Planning	52
018307877	Northern ME Dev Comm	Caribou	Econ Dev District Planning	54
018307860	Eastern Maine Dev Dist	Bangor	Econ Dev District Planning	62
018307844	Androscoggin Valley COG	Auburn	Econ Dev District Planning	60
018407908	Penobscot Indian Tribe	Old Town	Indian District Planning	40
018607819	Houlton Town of	Houlton	Substate Planning	50
010107866	Saco City of	Saco	Public Works	800
010107855	Ashland Town of	Ashland	Public Works	501
01010383601	Fairfield	Fairfield	Public Works	433
010607892	Lake Region Dev Council	South Casco	Technical Assistance	60
010607925	Northern ME Dev Comm	Caribou	Technical Assistance	50
016607919	Univ of Southern Maine	Multi City	University Center Assistance	92
MARYLAND				
018307838	Tri-Cnty Cncl for W. MD	Cumberland	Econ Dev District Planning	52

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MARYLAND				
018807870	TEDCO	Multi City	State Planning	200
018607863	Mid Shore Reg. Council	Easton	Substate Planning	52
018607953	Tri-County Council LES	Multi City	Substate Planning	52
016907942	Chesapeake Bay Tech Cent	Easton	Econ Adjust Strategy	50
010607880	Univ of MD Eastern Shore	Multi City	Technical Assistance	20
010607963	NASVF	Baltimore	Technical Assistance	29
016607887	Morgan State University	Multi City	University Center Assistance	92
016607918	Univ of MD Eastern Shore	Multi City	University Center Assistance	100
MASSACHUSETTS				
018307909	Merrimack Valley PC	Haverhill	Econ Dev District Planning	63
018307815	Southeastern RP & EDD	Taunton	Econ Dev District Planning	52
018307848	Old Colony Planning Cncl	Brockton	Econ Dev District Planning	52
018307928	Metro Area Planning Cncl	Boston	Econ Dev District Planning	60
018307926	Pioneer Valley Plg Comm	West Springfield	Econ Dev District Planning	70
018607938	Montachusett RPC	Multi City	Substate Planning	52
010107868	Leominster City of	Leominster	Public Works	1,000
010107812	New Bedford City of	New Bedford	Public Works	1,000
01010387001	Holyoke City of	Holyoke	Public Works	258
016907806	Northern Middlesex COG	Lowell	Econ Adjust Strategy	15
990607491	ICIC	Boston	Technical Assistance	200
016607943	UMASS	Multi City	University Center Assistance	103
MICHIGAN				
068304839	NW MI Council Govt	Traverse City	Econ Dev District Planning	52
068304784	Southwestern MI Comm	Benton Harbor	Econ Dev District Planning	52
068304813	East Central MI PDRC	Multi City	Econ Dev District Planning	53
068304765	West MI Shoreline RDC	Multi City	Econ Dev District Planning	56
068304773	Western Upper Peninsula	Multi City	Econ Dev District Planning	56
068304769	West Michigan RPC	Multi City	Econ Dev District Planning	52
068304807	NE MI Cncl of Govts	Multi City	Econ Dev District Planning	55
068304794	Central Upper Peninsula	Multi City	Econ Dev District Planning	57
068304829	Tri-Cnty Reg Plg Comm	Multi City	Econ Dev District Planning	52
068304835	Southcentral MI Plg Cncl	Multi City	Econ Dev District Planning	51
068304840	Eastern Upper Peninsula	Multi City	Econ Dev District Planning	54
068404819	Inter-Tribal Cncl of MI	Multi City	Indian District Planning	70
060104800	Delta County of	Escanaba	Public Works	1,200
060104828	St Clair County of	Port Huron	Public Works	1,054
060104832	Big Rapids Twp	Big Rapids	Public Works	2,050
066604852	Michigan State Univ	Multi City	University Center Assistance	93
066604820	Univ of Michigan	Multi City	University Center Assistance	93
MINNESOTA				
068304776	Region Five Dev Comm	Multi City	Econ Dev District Planning	52
068304841	West Central Initiative	Multi City	Econ Dev District Planning	54
068304804	Region Nine Dev Comm	Mankato	Econ Dev District Planning	52
068304777	Northwest RDC	Multi City	Econ Dev District Planning	53
068304780	Headwaters Reg Dev Comm	Bemidji	Econ Dev District Planning	55

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MINNESOTA				
068304809	East Central RDC	Mora, MN	Econ Dev District Planning	53
068304803	Mid-Minnesota Dev Comm	Willmar	Econ Dev District Planning	53
068304846	Southwest Reg Dev Comm	Multi City	Econ Dev District Planning	54
068304843	Upper MN Valley RDC	Multi City	Econ Dev District Planning	54
068304842	Arrowhead Reg Dev Comm	Multi City	Econ Dev District Planning	61
068404770	Minnesota Chippewa Tribe	Cass Lake	Indian District Planning	153
068604774	Region Five Dev Comm	Multi City	Substate Planning	50
060104755	Duluth Seaway Port Auth	Duluth	Public Works	1,155
060104783	Virginia City of	Virginia	Public Works	2,828
060104798	Little Falls City of	Little Falls	Public Works	552
060104788	Brewster City of	Brewster	Public Works	585
060104818	Pipestone City of	Pipestone	Public Works	741
060104824	Moorhead City of	Moorhead	Public Works	1,725
067904796	Roseau City of	Roseau	Econ Adjust Implementation	1,954
067904792	University of Minnesota	Duluth	Econ Adjust Implementation	776
060604785	Headwaters Reg Dev Comm	Multi City	Technical Assistance	25
060604851	Region Nine Dev Comm	Le Sueur	Technical Assistance	5
066604775	St Cloud State Univ	Multi City	University Center Assistance	100
MISSISSIPPI				
04830507701	South Delta PDD	Greenville	Econ Dev District Planning	52
04830477202	Central MS PDD	Multi City	Econ Dev District Planning	52
04830477402	Three Rivers MS PDD	Multi City	Econ Dev District Planning	52
04830477802	Southwest MS PDD	Multi City	Econ Dev District Planning	52
04830477302	Southern MS PDD	Multi City	Econ Dev District Planning	84
048305272	East Central PDD	Multi City	Econ Dev District Planning	58
048305273	Northeast MS PDD	Booneville MS	Econ Dev District Planning	52
048305269	North Central MS PDD	Winona	Econ Dev District Planning	52
048405249	Choctaw Indians MS Band	Philadelphia	Indian District Planning	30
048805265	Forrest Co Ind Pk Comm	Hattiesburg	State Planning	50
040105173	Itawamba County	Fulton	Public Works	1,200
040105329	Oxford, City of	Oxford	Public Works	500
040105319	NWCC	Senatobia	Public Works	750
046905253	Yazoo County	Yazoo City	Econ Adjust Strategy	35
04660507201	MS State University	Multi City	University Center Assistance	85
04660508201	MS Valley St. Univ.	Itta Bena	University Center Assistance	85
04660510101	Univ of Southern MS	Hattiesburg	University Center Assistance	100
MISSOURI				
058303825	SE Missouri RP & EDC	Perryville	Econ Dev District Planning	55
058303897	Kaysinger Basin RPC	Clinton	Econ Dev District Planning	51
058303918	Mark Twain RCOG	Perry	Econ Dev District Planning	51
058303836	Meramec RPC	St. James	Econ Dev District Planning	55
058303865	Ozark Foothills RPC	Poplar Bluff	Econ Dev District Planning	51
058303828	South Central Ozarks COG	Pomona	Econ Dev District Planning	52
058303830	Bootheel RP & EDC	Malden	Econ Dev District Planning	52
058303844	Northeast Missouri RPC	Memphis	Econ Dev District Planning	52

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MISSOURI				
058303857	Northwest Missouri RCOG	Maryville	Econ Dev District Planning	51
058303866	MO-KAN Regional Council	St. Joseph	Econ Dev District Planning	51
058303902	Lake of the Ozarks CLG	Camdenton	Econ Dev District Planning	51
058703941	KCCatalyst	Kansas City	Urban Planning	143
050103846	Sainte Genevieve City of	Rocky Ridge	Public Works	405
050103933	Danforth Science Center	St. Louis	Public Works	2,000
056903878	Lebanon	Lebanon	Econ Adjust Strategy	50
056903935	Pierce City	Pierce City	Econ Adjust Strategy	47
056955006	Stockton C of C	Stockton	Econ Adjust Strategy	48
050603934	Pierce City	Pierce City	Technical Assistance	19
056603885	University of Missouri	Columbia	University Center Assistance	80
MONTANA				
058303922	Great Northern Dev Corp	Wolf Point	Econ Dev District Planning	51
058303829	Bear Paw Dev Corp	Havre	Econ Dev District Planning	53
058303841	Beartooth RC&D Area Inc	Joliet	Econ Dev District Planning	52
058303906	Headwaters RC&D Area Inc	Butte	Econ Dev District Planning	51
058403925	Chippewa Cree Tribe	Box Elder	Indian District Planning	32
058403892	Salish & Kootenai Tribes	Pablo	Indian District Planning	44
058403835	Northern Cheyenne Tribe	Lame Deer	Indian District Planning	35
058403869	Assiniboine & Sioux Trbs	Poplar	Indian District Planning	44
058403898	Blackfeet Trb Bus Cncl	Browning	Indian District Planning	44
058403942	Fort Belknap Indian Cmty	Harlem	Indian District Planning	36
058603888	Gateway Econ Dev Corp	Helena	Substate Planning	30
058603937	Southeastern MT Dev Corp	Colstrip	Substate Planning	26
058603938	Salish & Kootenai Tribes	Pablo	Substate Planning	83
050103845	Hamilton City of	Hamilton	Public Works	1,400
050103818	MonTec	Missoula	Public Works	703
050103913	Jefferson LDC	Whitehall	Public Works	181
057903811	Billings City of	Billings	Econ Adjust Implementation	1,272
050603889	Big Sky E D Authority	Yellowstone	Technical Assistance	18
056603876	Montana State Univ	Bozeman	University Center Assistance	85
MULTI-JURISDICTIONAL				
99071382501	Cncl on Competitiveness	Multi City	Research	209
040605216	Southern Growth Polcy BD	Multi City	Technical Assistance	40
99060748401	International ED Council	Multi City	Technical Assistance	54
99060748901	Cncl on Competitiveness	Multi City	Technical Assistance	344
992607597	Univ of Southern CA	Multi City	Trade Adjustment Assistance	931
992607598	Res Fdn of St Univ of NY	Multi City	Trade Adjustment Assistance	894
992607604	GA Tech Research Corp	Multi City	Trade Adjustment Assistance	974
992607596	Regents of Univ of CO	Multi City	Trade Adjustment Assistance	854
992607603	New England TAAC	Multi City	Trade Adjustment Assistance	1,083
992607595	MEA	Multi City	Trade Adjustment Assistance	795
992607599	Regents of Univ of MI	Multi City	Trade Adjustment Assistance	676
992607600	UTSA	Multi City	Trade Adjustment Assistance	889
992607606	Curators of Univ of MO	Multi City	Trade Adjustment Assistance	815

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NEBRASKA				
058303900	Northeast Nebraska EDD	Norfolk	Econ Dev District Planning	51
058303893	River Country EDD	Lincoln	Econ Dev District Planning	51
058303919	Panhandle Area Dev Dist	Gering	Econ Dev District Planning	51
058303863	W Central Nebraska EDD	Ogallala	Econ Dev District Planning	51
058703875	Omaha City of	Omaha	Urban Planning	40
050103814	Omaha City of	Omaha	Public Works	1,500
050103815	Lexington City of	Lexington	Public Works	666
057903879	Sidney City of	Sidney	Econ Adjust Implementation	1,413
056603871	University of Nebraska	Lincoln	University Center Assistance	75
NEVADA				
078305432	Western NV Dev. District	Carson City	Econ Dev District Planning	77
070105420	Nevada Partners	North Las Vegas	Public Works	2,000
070605447	Urban Chamber	Las Vegas	Technical Assistance	35
076605359	Nevada, Univ of	Reno	University Center Assistance	110
NEW HAMPSHIRE				
018307814	North Country Council	Littleton	Econ Dev District Planning	52
010107810	CDFA	Raymond	Public Works	358
010107878	MWVEDC	Conway	Public Works	1,500
017907890	Univ of New Hampshire	Multi City	Econ Adjust Implementation	100
010607949	SW Region Planning Comm	Keene	Technical Assistance	33
016607922	Univ of New Hampshire	Multi City	University Center Assistance	92
NEW JERSEY				
018307872	South Jersey EDD	Millville	Econ Dev District Planning	52
018707865	Trenton City of	Trenton	Urban Planning	42
010107783	Vineland	Vineland	Public Works	1,660
010107777	NCC	Newark	Public Works	1,600
010107805	Linden City of	Linden	Public Works	1,000
010107808	NJCU	Jersey City	Public Works	1,500
014907951	MOTBY	Bayonne	Defense Conversion	2,375
017907816	Rutgers Camden Tech	Camden	Econ Adjust Implementation	850
01795502501	Trenton City of	Trenton	Econ Adjust Implementation	454
010607869	Cooper's Ferry Dev Asso	Camden	Technical Assistance	20
016607889	Rutgers The State Univ	Multi City	University Center Assistance	92
992607605	NJ Econ Dev Authority	Trenton	Trade Adjustment Assistance	606
NEW MEXICO				
088303809	Eastern Plains CoG	Multi City	Econ Dev District Planning	51
088303819	Mid-Region COG	Albuquerque	Econ Dev District Planning	51
088303813	SW NM COG	Silver City	Econ Dev District Planning	51
088303822	S Central CoG	Elephant Butte	Econ Dev District Planning	51
088303812	Northwest New Mexco CoG	Gallup	Econ Dev District Planning	51
088303791	North Central NM EDD	Santa Fe	Econ Dev District Planning	51
088403795	Acoma Pueblo	Pueblo of Acoma	Indian District Planning	120
088403824	Eight North Ind Pueb	San Juan Pueblo	Indian District Planning	120
080103787	Albuquerque City of	Albuquerque	Public Works	1,500
080103785	Roswell City of	Roswell	Public Works	1,500

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NEW MEXICO				
080103829	C&TSRRC	Chama	Public Works	1,000
080103832	Sandoval County	Sandoval	Public Works	1,400
080103833	Tapetes de Lana	Las Vegas	Public Works	760
087903845	Reg Dev Auth	Pojoaque	Econ Adjust Implementation	287
086903850	SIGRED	Silver City	Econ Adjust Strategy	50
080603848	Mescalero Apache Tribe	Mescalero	Technical Assistance	200
086603806	Eastern NM Univ Roswell	Roswell	University Center Assistance	100
086603805	Regents of NM State Univ	Las Cruces	University Center Assistance	100
NEW YORK				
018307825	Southern Tier West	Salamanca	Econ Dev District Planning	52
018307834	Central New York RPDB	Syracuse	Econ Dev District Planning	52
018307884	Hudson Valley Reg. Cncl.	New Windsor	Econ Dev District Planning	52
018307820	Genesee Finger Lakes	Rochester	Econ Dev District Planning	56
018307824	Southern Tier East	Binghamton	Econ Dev District Planning	52
018307842	L Champlain/L George RPB	Lake George	Econ Dev District Planning	52
018307841	Mohawk Valley EDD	Mohawk	Econ Dev District Planning	64
018307891	Capital District RPC	Albany	Econ Dev District Planning	52
018307856	Southern Tier Central	Painted Post	Econ Dev District Planning	52
018407898	Seneca Nation of Indians	Irving	Indian District Planning	44
018407903	Saint Regis Mohawk Tribe	Hogansburg	Indian District Planning	32
010107807	BNYDC	Brooklyn	Public Works	504
010107845	Cornell Ag/Food Tech Pk	Geneva	Public Works	2,800
010107839	Newburgh IDA	Newburgh	Public Works	1,750
017907859	Brooklyn Econ Dev Corp	Brooklyn	Econ Adjust Implementation	275
017907893	Queensbury	Glens Falls	Econ Adjust Implementation	910
016907961	Southern Tier West	Multi City	Econ Adjust Strategy	50
010607902	Southern Tier West	Salamanca	Technical Assistance	25
016607920	Res Fdn of St Univ of NY	Multi City	University Center Assistance	86
016607941	Cornell University	Multi City	University Center Assistance	83
NORTH CAROLINA				
04830511201	Upper Coastal Plain CoG	Multi City	Econ Dev District Planning	52
04830492402	Mid East Commission	Multi City	Econ Dev District Planning	52
04830506801	Albemarle Commission	Multi City	Econ Dev District Planning	52
04830513101	Land of Sky Reg Cncl	Multi City	Econ Dev District Planning	52
048305182	Region D Cncl of Govts	Multi City	Econ Dev District Planning	52
04830478402	Kerr-Tar Reg CoG	Multi City	Econ Dev District Planning	52
04830506901	Southwestern NC EDD	Multi City	Econ Dev District Planning	52
048305297	Southeastern EDC	Multi City	Econ Dev District Planning	52
04830511301	Eastern Carolina Council	Multi City	Econ Dev District Planning	52
048405208	Cherokee Indn /Eastern B	Cherokee	Indian District Planning	44
040105167	Spruce Pine Town of	Spruce Pine	Public Works	1,000
040105215	Beaufort Co Committee	Washington	Public Works	356
040105248	Columbus County	Whiteville	Public Works	860
040105258	Wilson, City of	Wilson	Public Works	1,127
040105295	Wilkesboro, Town of	Wilkesboro	Public Works	1,000

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NORTH CAROLINA				
040105322	NC Wesleyan College	Rocky Mount	Public Works	1,315
990713827	Univ of NC Chapel Hill	Chapel Hill	Research	127
046905298	Transylvania County	Brevard	Econ Adjust Implementation	60
047905330	Laurinburg, City of	Laurinburg	Econ Adjust Implementation	350
040605310	Halifax County	Multi City	Technical Assistance	25
046605214	Western Carolina Univ	Cullowhee	University Center Assistance	100
NORTH DAKOTA				
058303912	Red River Regional Cncl	Grafton	Econ Dev District Planning	51
058303881	So Ctrl Dakota Reg Cncl	Jamestown	Econ Dev District Planning	51
058303837	North Central Plng Cncl	Devils Lake	Econ Dev District Planning	52
058303826	Roosevelt-Custer RC	Dickinson	Econ Dev District Planning	52
058303840	Lake Agassiz Reg Cncl	Fargo	Econ Dev District Planning	52
058303833	Souris Basin Plng Cncl	Minot	Econ Dev District Planning	52
058303839	Lewis & Clark RDC	Bismarck	Econ Dev District Planning	52
058303914	Tri-County Reg Dev Cncl	Williston	Econ Dev District Planning	51
058403924	Three Affiliated Tribes	New Town	Indian District Planning	40
058403858	Standing Rock Sioux Trb	Fort Yates	Indian District Planning	38
058403923	Spirit Lake Tribe	Fort Totten	Indian District Planning	32
058403827	Turtle Mtn Chippewa Indn	Belcourt	Indian District Planning	44
050603886	United Tribes Tech Coll	Bismarck	Technical Assistance	75
050603910	United Tribes Tech Coll	Bismarck	Technical Assistance	25
056603883	North Dakota State Univ	Fargo	University Center Assistance	75
056603884	United Tribes Tech Coll	Bismarck	University Center Assistance	75
OHIO				
068304847	Eastgate Reg Cncl of Gvt	Multi City	Econ Dev District Planning	52
068304795	Northeast Four Cnty RPDO	Multi City	Econ Dev District Planning	52
068304778	Ohio Valley Reg Dev Comm	waverly, Ohio	Econ Dev District Planning	55
068304779	OH Mid-Eastern Govt Assn	Cambridge	Econ Dev District Planning	55
068304831	Buckeye Hills RDD	Multi City	Econ Dev District Planning	54
060204781	Dennison Village of	Dennison	Public Works	453
060204810	Columbiana City of	Columbiana	Public Works	2,000
060104789	Lordstown Village of	Trumbull	Public Works	1,300
060104823	Ottawa County	Port Clinton	Public Works	212
060104815	Jeffersonville Village o	Jeffersonville	Public Works	1,400
060104826	Akron City of	Akron	Public Works	1,775
990713828	SSTI	Westerville	Research	110
067904771	ACEnet	Athens	Econ Adjust Implementation	120
066604862	Cleveland State Univ	Cleveland	University Center Assistance	93
066604858	Bowling Green St Univ	Multi City	University Center Assistance	75
OKLAHOMA				
08830369301	S Western OK Dev Auth	Burns Flat	Econ Dev District Planning	31
088403823	Inter Tribal Cncl	Miami	Indian District Planning	40
088403794	Chickasaw Nation of OK	Ada	Indian District Planning	40
080103784	City of Durant	Durant	Public Works	1,500
080103778	TRCPA	Catoosa	Public Works	1,500

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OKLAHOMA				
080103781	Broken Bow City of	Broken Bow	Public Works	1,200
080103841	Muskogee City-Cnty Port	Muskogee	Public Works	1,500
087955004	Chickasha	Chickasha	Econ Adjust Implementation	100
086603801	Univ of Oklahoma	Norman	University Center Assistance	100
OREGON				
078305353	Mid Columbia EDD	The Dalles	Econ Dev District Planning	57
078305395	Mid Willamette ValleyCOG	Salem	Econ Dev District Planning	56
078305363	Oregon Cascade West COG	Albany	Econ Dev District Planning	80
078305319	CCD Business Devel Corp	Roseburg	Econ Dev District Planning	55
078305354	Central Oregon Intergov	Redmond	Econ Dev District Planning	51
078305352	Grtr Eastrn OR Dev Corp	Pendleton	Econ Dev District Planning	57
078305403	NE Oregon Econ Dev Distr	Enterprise	Econ Dev District Planning	56
078305387	Southern Oregon EDD	Medford	Econ Dev District Planning	56
078405350	Confed. Tribes, Umatilla	Pendleton	Indian District Planning	33
078405405	Siletz Indians, Conf Trb	Siletz	Indian District Planning	32
078405396	Warm Springs Reservation	Warm Springs	Indian District Planning	35
070105360	Eastern Oregon Univ	La Grande	Public Works	2,000
077905371	Oreg Cascades West COG	Albany	Econ Adjust Implementation	100
077905391	Salem	Salem	Econ Adjust Implementation	57
077905380	Columbia Pacific EDD	St. Helens	Econ Adjust Implementation	65
077905388	Mid Columbia EDD	The Dalles	Econ Adjust Implementation	70
077905444	South Central Oregon EDD	Lakeview	Econ Adjust Implementation	70
077905383	Wallowa County	Enterprise	Econ Adjust Implementation	60
076905425	City of Grants Pass	Grants Pass	Econ Adjust Strategy	47
070605452	ICMA	Portland	Technical Assistance	4
076605355	Eastern Oregon Univ	La Grande	University Center Assistance	110
PENNSYLVANIA				
018307911	SW PA Corp.	Multi City	Econ Dev District Planning	52
018307948	North Central PA RP&DC	Multi City	Econ Dev District Planning	52
018307837	Northern Tier RP&DC	Towanda	Econ Dev District Planning	52
018307826	NE PA Alliance	Multi City	Econ Dev District Planning	56
018307912	S Alleghenies P&DC	Multi City	Econ Dev District Planning	52
018307861	Northwest PA RP&DC	Oil City	Econ Dev District Planning	52
018307829	SEDA-COG	Multi City	Econ Dev District Planning	52
018607944	REDDI, Inc.	Multi City	Substate Planning	70
010107666	Lancaster City of	Lancaster	Public Works	1,200
010107703	Kane Area IDC	Kane	Public Works	1,000
010107704	Centre County IDC	State College	Public Works	1,210
010107792	Altoona-Blair CDC	Altoona	Public Works	510
010107804	Pottsville Redev. Auth.	Pottsville	Public Works	400
010107811	Perry County EDC	Duncannon	Public Works	1,289
010107924	Greater Erie IDC	Erie	Public Works	1,000
010107846	Chester City of	Chester	Public Works	2,500
010107828	Bristol Borough	Bristol	Public Works	2,100
017907732	Altoona-Blair CDC	Multi City	Econ Adjust Implementation	100

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PENNSYLVANIA				
017907871	Grtr W-B Dev Corp	Wilkes-Barre	Econ Adjust Implementation	1,545
017907858	University Tech Park	Chester	Econ Adjust Implementation	130
017907818	Pennsylvania State Univ	Multi City	Econ Adjust Implementation	400
017907936	Northeastern PA IRC	Multi City	Econ Adjust Implementation	200
017907957	Ben Franklin Tech Partne	Multi City	Econ Adjust Implementation	800
016907939	MetroAction	Scranton	Econ Adjust Strategy	100
016907927	Wayne IDC	Honesdale	Econ Adjust Strategy	40
016607921	Pennsylvania State Univ	Multi City	University Center Assistance	103
PUERTO RICO				
018507901	Puerto Rico Planning Brd	San Juan	Area Planning	52
010107879	PRHTA	Juncos	Public Works	2,235
016607940	Puerto Rico Univ of EDC	Multi City	University Center Assistance	116
RHODE ISLAND				
018807813	RI Dept of Admin	Providence	State Planning	125
SOUTH CAROLINA				
048305192	Lower Savannah CoG	Multi City	Econ Dev District Planning	52
04830499801	Central Midlands Reg Plg	Multi City	Econ Dev District Planning	52
04830499701	Waccamaw RPDC	Multi City	Econ Dev District Planning	52
04830499901	Lowcountry CoG	Multi City	Econ Dev District Planning	52
048305180	Upper Savannah CoG	Multi City	Econ Dev District Planning	52
04830476902	Pee Dee Reg CoG	Multi City	Econ Dev District Planning	52
048305181	SC Appalachian Cog	Multi City	Econ Dev District Planning	52
048305178	Santee-Lynches Reg CoG	Multi City	Econ Dev District Planning	60
04830477102	Catawba Reg Plng Cncl	Multi City	Econ Dev District Planning	52
04830478302	B-C-D Reg Plng Council	Multi City	Econ Dev District Planning	52
048705303	SC Appalachian Cog	Greenville	Urban Planning	35
040105201	Lugoff Water District	Lugoff	Public Works	1,500
040105211	Rock Hill, City of	Rock Hill	Public Works	1,500
040105331	City of Manning	Manning	Public Works	1,100
047905174	B-C-D CoG	North Charleston	Econ Adjust Implementation	1,000
047905255	Ware Shoals, Town of	Ware Shoals	Econ Adjust Implementation	200
046605250	Benedict College	Columbia	University Center Assistance	95
SOUTH DAKOTA				
058303854	South Eastern CoG	Sioux Falls	Econ Dev District Planning	51
058303821	Plg & Dev District III	Yankton	Econ Dev District Planning	81
058303832	First District ALG	Watertown	Econ Dev District Planning	52
058303823	Northeast COG	Aberdeen	Econ Dev District Planning	52
058303870	Black Hills CLG	Rapid City	Econ Dev District Planning	52
058403899	Sisseton-Wahpeton Sioux	Agency Village	Indian District Planning	36
058403927	Lower Brule Sioux Tribe	Lower Brule	Indian District Planning	36
058403915	Cheyenne River Sioux	Eagle Butte	Indian District Planning	44
058403939	Oglala Sioux Tribe	Pine Ridge	Indian District Planning	44
058403917	Yankton Sioux Tribe	Marty	Indian District Planning	36
058403911	Rosebud Sioux Tribe	Rosebud	Indian District Planning	36
050203820	Lake Norden City of	Lake Norden	Public Works	780

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SOUTH DAKOTA				
057903819	Lead City of	Lead	Econ Adjust Implementation	251
050603905	Black Hills St Univ.	Spearfish	Technical Assistance	25
056603873	South Dakota State Univ	Brookings	University Center Assistance	75
TENNESSEE				
048305267	Memphis Area Assn Govts	Multi City	Econ Dev District Planning	52
04830477702	Upper Cumberland Dev Dis	Multi City	Econ Dev District Planning	60
048305266	Northwest TN Dev Dist	Multi City	Econ Dev District Planning	52
04830477602	Southeast TN Dev Dist	Multi City	Econ Dev District Planning	52
04830477502	East TN Dev Dist	Multi City	Econ Dev District Planning	52
04830513401	First TN Dev Dist	Multi City	Econ Dev District Planning	52
048305277	Gtr Nashville Reg Cncl	Multi City	Econ Dev District Planning	52
048305268	Southwest TN Dev Dist	Multi City	Econ Dev District Planning	60
048305292	South Central TN Dev Dis	Multi City	Econ Dev District Planning	52
048805318	Pittman Center Town of	Sevier	State Planning	39
040105217	Loudon	Loudon	Public Works	1,500
040105259	Ripley	Ripley	Public Works	1,500
040105275	Dickson County	Charlotte	Public Works	435
040105302	JEA	Jackson	Public Works	1,000
040105338	Macon County	Red Boiling Springs	Public Works	1,000
047905170	Town of Rutledge	Rutledge	Econ Adjust Implementation	813
047905264	Depot Redevelopment Corp	Memphis	Econ Adjust Implementation	265
047905337	Dyersburg	Dyersburg	Econ Adjust Implementation	346
046905219	McNairy County	Selmer	Econ Adjust Strategy	40
046905305	SETDD	Multi City	Econ Adjust Strategy	55
046905309	Jackson	Jackson	Econ Adjust Strategy	209
04660509601	Univ of Memphis	Memphis	University Center Assistance	100
TEXAS				
088303811	Middle Rio Grande DC	Multi City	Econ Dev District Planning	51
088303818	Lower Rio Grande Val DC	McAllen	Econ Dev District Planning	150
088303815	Panhandle RPC	Amarillo	Econ Dev District Planning	150
088303821	Gulf Coast EDD	Houston	Econ Dev District Planning	150
088303796	Golden Crescent RPC	Victoria	Econ Dev District Planning	150
088303792	East TX EDD	Multi City	Econ Dev District Planning	150
088303800	Deep East TX CoG	Jasper	Econ Dev District Planning	150
088303810	Concho Valley EDD	San Angelo	Econ Dev District Planning	150
088303793	Coastal Bend CoG	Corpus Christi	Econ Dev District Planning	150
088303808	Capital Area EDD	Austin	Econ Dev District Planning	51
088303814	Brazos Valley CoG	Bryan	Econ Dev District Planning	150
088303816	S TX Dev Cncl	Laredo	Econ Dev District Planning	150
088303820	South Plains Assoc Govt	Lubbock	Econ Dev District Planning	150
088303817	Alamo Area COG	San Antonio	Econ Dev District Planning	150
088303825	West Texas Eco Dev Dist	El Paso	Econ Dev District Planning	150
088303790	West Cent TX EDD	Abilene	Econ Dev District Planning	150
088303798	SE TX EDD	Beaumont	Econ Dev District Planning	150
088603851	Reg One Edu Serv Cntr	Edinburg	Substate Planning	150

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TEXAS				
088603843	Heart of Texas COG	Waco	Substate Planning	150
088603853	Central COG	Belton	Substate Planning	27
080103772	Driscoll Children's Hosp	McAllen	Public Works	1,600
080103828	McAllen EDC	McAllen	Public Works	1,500
080103831	CDLC	San Antonio	Public Works	700
080103835	UT El Paso	El Paso	Public Works	1,600
080103827	Huntsville City of	Huntsville	Public Works	1,000
080103834	Univ of TX at Arlington	Arlington	Public Works	1,400
080103846	S Texas Cmty Action Cnl	Rio Grande City	Public Works	1,000
087903773	Prairie View A&M Univ	Prairie View	Econ Adjust Implementation	450
087903770	Austin Comm Dev Corp	Austin	Econ Adjust Implementation	150
087903837	UT-Health Science Ctr-SA	San Antonio	Econ Adjust Implementation	1,600
087903857	Mathis City of	Mathis	Econ Adjust Implementation	394
086903840	Deep East TX CoG	Jasper	Econ Adjust Strategy	175
080603849	Texas Eng Ext Srvc	College Station	Technical Assistance	140
086603804	Univ of TX at Arlington	Arlington	University Center Assistance	100
086603803	Texas Tech University	Lubbock	University Center Assistance	100
08660359301	Univ Texas-Permian Basin	Odessa	University Center Assistance	12
UTAH				
058303861	Southeastern Utah EDD	Price	Econ Dev District Planning	51
058303855	Five County AOG	St. George	Econ Dev District Planning	51
058303838	Mountainland EDD	Orem	Econ Dev District Planning	52
058303859	Six County EDD	Richfield	Econ Dev District Planning	51
058303901	Uintah Basin EDD	Roosevelt	Econ Dev District Planning	51
058803812	Utah State of	Salt Lake City	State Planning	75
058603940	Five County AOG	St. George	Substate Planning	65
050103903	Ogden City Corporation	Ogden	Public Works	2,050
050603936	Monticello, City of	Monticello	Technical Assistance	23
056603877	Weber State University	Ogden	University Center Assistance	75
VERMONT				
018307851	EDC of Northern VT	St. Albans	Econ Dev District Planning	52
010107799	VTC	Randolph	Public Works	830
VIRGIN ISLANDS				
018507897	U. S. Virgin Islands	Charlotte Amalie	Area Planning	42
VIRGINIA				
018307840	Mount Rogers PDC	Marion	Econ Dev District Planning	52
018307931	New River Valley PDC	Radford	Econ Dev District Planning	52
018307857	Northern Neck PDC	Warsaw	Econ Dev District Planning	52
018307932	Piedmont PDC	Farmville	Econ Dev District Planning	52
018307950	Southside PDC	South Hill	Econ Dev District Planning	54
018307955	Central Shenandoah PDC	Staunton	Econ Dev District Planning	52
018307836	Cumberland Plateau PDC	Lebanon	Econ Dev District Planning	52
018307831	Lenowisco PDC	Duffield	Econ Dev District Planning	52
018307849	West Piedmont PDC	Martinsville	Econ Dev District Planning	52
018307947	Crater PDC	Petersburg	Econ Dev District Planning	52

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VIRGINIA				
01860760701	Accomack-Northampton PDC	Accomac	Substate Planning	64
01860760702	Accomack-Northampton PDC	Multi City	Substate Planning	11
010107827	Henry County IDA	Collinsville	Public Works	1,500
010107847	Danville-Pittsylvania Co	Danville	Public Works	3,000
017907886	BVUB	Lebanon	Econ Adjust Implementation	1,655
010607929	Emerging Business Forum	Vienna	Technical Assistance	40
016607952	Hampton University	Multi City	University Center Assistance	92
016607896	VA Tech	Multi City	University Center Assistance	100
WASHINGTON				
078305398	Columbia Pacific RCD	Montesano	Econ Dev District Planning	60
078305410	Cowlitz-Wahkiakum CoG	Kelso	Econ Dev District Planning	51
078305348	Benton-Franklin Gov.	Richland WA	Econ Dev District Planning	57
078305412	Peninsula Dev Assn	Port Angeles	Econ Dev District Planning	56
078305349	Palouse Econ Dev Council	Pullman	Econ Dev District Planning	54
078305347	Central Puget Sound EDD	Seattle	Econ Dev District Planning	100
078305365	Trico Econ Dev District	Colville	Econ Dev District Planning	53
078305346	Big Bend Econ. Dev. Coun	Moses Lake	Econ Dev District Planning	51
078405323	Affiliated Tribes NW Ind	Shoreline	Indian District Planning	76
078405318	Colville Tribes	Nespelem	Indian District Planning	43
078405322	Spokane Indian Tribe	Wellpinit	Indian District Planning	27
078405409	Port Gamble S'klallam Tr	Kingston	Indian District Planning	40
078405411	Skokomish Indian Tribe	Shelton	Indian District Planning	35
078405362	Swinomish Indian Tribe	La Conner	Indian District Planning	42
078405315	Tulalip Tribes	Marysville	Indian District Planning	36
078405332	Lummi Nation	Bellingham	Indian District Planning	44
078405326	Makah Indian Tribe	Neah Bay	Indian District Planning	36
078405366	Suquamish Tribe	Suquamish	Indian District Planning	34
078405364	Quinault Indian Nation	Taholah	Indian District Planning	37
078405361	Quileute Indian Tribe	La Push	Indian District Planning	35
078705341	King County	Seattle	Urban Planning	50
070105328	Tacoma, City of	Tacoma	Public Works	4,000
070105340	Grant County	Moses Lake	Public Works	2,320
077905313	Washington Tech Center	Seattle	Econ Adjust Implementation	250
077905415	Western Washington U	Bellingham	Econ Adjust Implementation	300
076905316	Central Puget Sound EDD	Seattle	Econ Adjust Strategy	97
076905394	Richland City of	Richland	Econ Adjust Strategy	48
076905417	Heritage College	Toppenish	Econ Adjust Strategy	104
070605324	ATNI	Shoreline	Technical Assistance	40
076605372	Washington State Univ	Pullman	University Center Assistance	110
992607602	Trade Task Group	Seattle	Trade Adjustment Assistance	959
WEST VIRGINIA				
018307916	Region 4 P&DC	Multi City	Econ Dev District Planning	52
018307906	BCKP Reg Intergovt Cncl	Multi City	Econ Dev District Planning	52
018307910	Region VI P&DC	Multi City	Econ Dev District Planning	52
018307905	Region II P&DC	Multi City	Econ Dev District Planning	52

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WEST VIRGINIA				
018307852	Region VII P&DC	Buckhannon	Econ Dev District Planning	52
018307867	Mid-Ohio Valley RPDC	Parkersburg	Econ Dev District Planning	52
018307864	Eastern Panhandle RPDC	Martinsburg	Econ Dev District Planning	26
018307904	Region I P&DC	Multi City	Econ Dev District Planning	52
018307917	Region 8 P&DC	Multi City	Econ Dev District Planning	52
018307913	Bel-O-Mar Reg Council	Multi City	Econ Dev District Planning	52
018607835	Brooke-Hancock RPDC	Multi City	Substate Planning	52
010107803	Wheeling Park Commission	Wheeling	Public Works	1,500
010107873	Hinton	Hinton	Public Works	1,100
010107853	WV High Tech Consortium	Fairmont	Public Works	1,200
010107854	Raleigh County	Beckley	Public Works	1,100
010107895	Weirton City of	Weirton	Public Works	891
010107945	WCEDA	Cowen	Public Works	1,000
017907956	Kanawha Valley LPAD	South Charleston	Econ Adjust Implementation	90
017907946	Region I P&DC	Multi City	Econ Adjust Implementation	120
016607817	Tech R&D Corp	Multi City	University Center Assistance	108
016607899	Marshall Univ Research	Multi City	University Center Assistance	92
WISCONSIN				
068304767	East Central WI RPC	Multi City	Econ Dev District Planning	52
068304817	North Central WI RPC	Wausau	Econ Dev District Planning	52
068304762	Northwest Reg Plan Comm	Multi City	Econ Dev District Planning	53
068304772	Bay-Lake Reg Plan Comm	Multi City	Econ Dev District Planning	52
068304763	West Central WI RPC	Multi City	Econ Dev District Planning	53
068304816	Mississippi River RPC	Multi City	Econ Dev District Planning	53
068304850	Southwestern WI RPC	Platteville	Econ Dev District Planning	54
068404790	Great Lakes Inter-Tribal	Multi City	Indian District Planning	111
060104761	Oconto Falls City of	Oconto Falls	Public Works	1,385
060104859	Eagle River City of	Eagle River	Public Works	2,119
060104844	Marinette City of	Marinette	Public Works	1,605
067904786	Ladysmith City of	Ladysmith	Econ Adjust Implementation	908
066604848	Univ of Wisconsin-Stout	Multi City	University Center Assistance	93
066604857	Univ of Wisconsin-Milw	Multi City	University Center Assistance	93
WYOMING				
058303868	Lincoln-Uintah AOG	Kemmerer	Econ Dev District Planning	51
058403916	Joint Business Council	Fort Washakie	Indian District Planning	42
050103817	Gillette City of	Gillette	Public Works	150
050603908	Campbell County EDC	Gillette	Technical Assistance	42





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